

# Campbelltown Memorial Oval Sporting Hub Master Plan







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*A safe, accessible and highly functioning destination providing quality sporting, recreation and community facilities for the Campbelltown and wider community*



## Preamble

This report presents the master plan for the Campbelltown Memorial Oval, one of Council's premier sporting and recreation facilities. It is a summary of the key findings, implications, draft concepts and indicative costs for the precinct planning process. The report identifies the recommended future direction, layout and design of the proposed facilities for the reserve and is based on feedback from existing user groups, the broader community and alignment with previous Council reports and community consultation.

The master plan forms the basis of future planning for the site and is the first stage in realising a collective vision for the precinct. It provides the direction on how it may look and how it may be managed to ensure optimal use for a number of active and passive pursuits.

The principles for development include preserving and enhancing valuable open space whilst optimising use of the area through sensitive design to ensure that current and future needs can be met. This approach supports the viability of local community and sporting groups and assists Council in its management of community land, and the services and facilities it provides to the community.

It is important to acknowledge that this is the first stage of the proposed development of the Campbelltown Memorial Oval Sporting Hub and that further refinement of the master plan and updated cost estimates will need to be produced at a later stage as and when approval for development of the site has been provided and the necessary funding has been secured.

## Prepared by...



207 the parade norwood south australia 5067  
08 8431 6180 08 8431 8180  
admin@180sls.com.au www.180sls.com.au

## In association with...



RLB | Rider Levett Bucknall

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### East Torrens District Cricket Club

Andrew Carver - President

### Rostrevor Old Collegians Football Club

Rino Cialini - Operations Manager

### Campbelltown Community Club

Cr John Kennedy - President

### Newton Jaguars Netball Club

Michelle Thomas – Secretary

Rowley Pengilly - Sponsorship/Membership Coordinator

### Campbelltown Sports Club

Glenn Bowes – Secretary

### Campbelltown City Band

Brian White - President

Brenton Brockhouse - Past President

### Botanics Touch Football Club

Jeremy Anderson – Treasurer

### Academy of Self Defence and Martial Arts

Peter Koegst - Head Instructor

### Sunrise Christian School

Mark Nokes - Manager Corporate Services

### Influencers Church

Malcolm Jowitt - Chief Operating Officer

Freddie Wright - OHS & Projects Manager

### Campbelltown Bujinkan Dojo

Andrew Sachse - Head Instructor

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# Section One: Introduction

## 1.1 Project Background

The Campbelltown Memorial Oval (CMO) is a regional level sporting facility located in the City of Campbelltown. It is one of the premier sporting and recreation facilities within the Council and is home to a number of sporting and community based clubs including the:

- East Torrens District Cricket Club
- Rostrevor Old Collegians Football Club
- Campbelltown Community Club
- Campbelltown City Band
- Newton Jaguars Netball Club
- Campbelltown Sports Club
- Botanics Touch Football Club
- Campbelltown Bujinkan Dojo
- Academy of Self Defence and Martial Arts

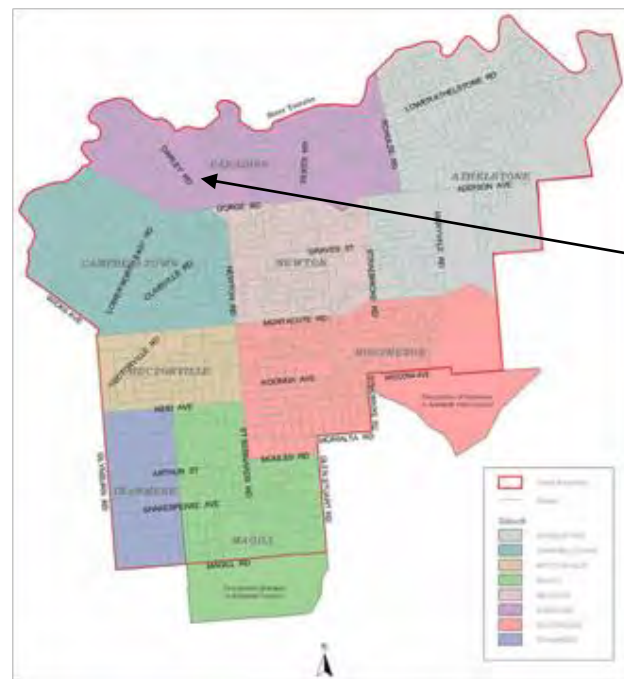


Figure 1: Campbelltown Memorial Oval location

Figures 1 and 2 identify the location of the Campbelltown Memorial Oval within the Council region and its local residential boundaries within the suburb of Paradise respectively.



Figure 2: Campbelltown Memorial Oval Site Boundary

In recent years Council has undertaken a number of reports, strategies and plans for the CMO that have addressed:

- Reviews of ageing assets
- Potential for rationalisation or co-location of community facilities and services at the site
- Analysis of current and future community needs
- Design options for centralised facilities and services
- Analysis of current and future open space needs
- Community consultation regarding a recreation hub at the site.

## 1.2 Project Aims

The CMO Sporting Hub Master Plan is a culmination of extensive community consultation and contemporary design and asset management approaches that are set within Council's strategic planning context.

The process (as represented in Figure 3) has set out to achieve the following aims and objectives (as identified in the project brief).

- Provide a strategic tool to help guide future development and set priorities for the provision of new infrastructure
- Guide future development and preserve existing character, enhance vitality and support economic development and community access and engagement
- Focus attention on the local community and its aspirations to develop a vibrant community hub
- Provide a framework to implement the plan, including timelines, responsibilities and identification of funding/grant opportunities
- Identify, recommend and assess design and placement options of new or extended community facilities within the reserve
- Provide indicative design and cost estimates for establishing a new, or extended community facilities
- Consider impact on residents in terms of increased traffic, parking and visitors
- Explore options for the future management of new or extended community facilities
- Provide environmentally sustainable solutions

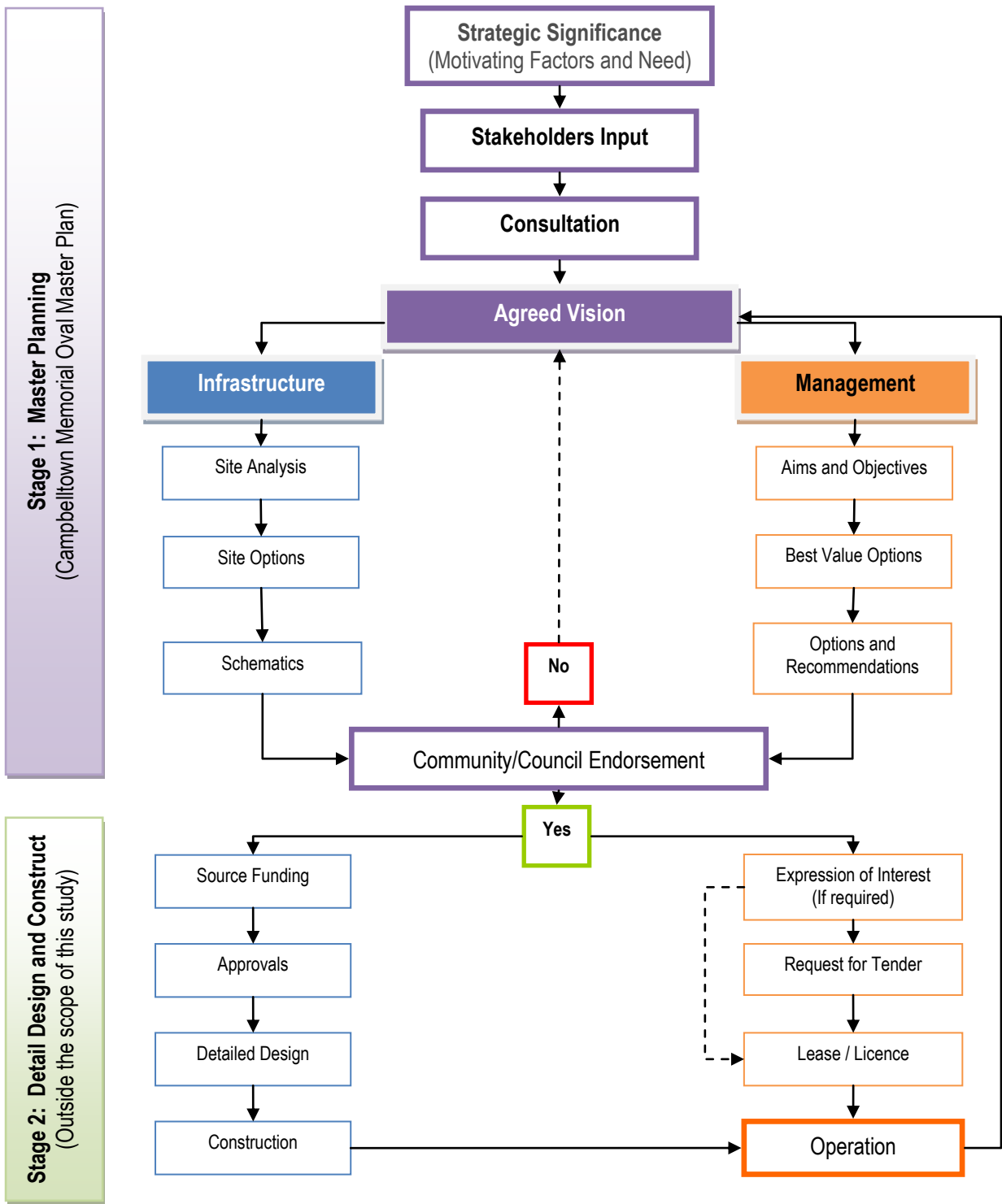


Figure 3: Community and Sports Hub Planning Process  
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### 1.3 The Master Planning Process

The process has included thorough stakeholder consultation with the community and each of the facility's user groups. This information along with the requirements of participants has been balanced against a detailed analysis of the site to determine optimal use prior to preparing the master plan. This has led to:

- The establishment of a collective vision for the site
- An understanding of what desired infrastructure will be required to meet the vision and
- How the site may be managed to ensure optimal access and viability.

This approach has provided a collective understanding that will guide current and future development in a staged and systematic manner. It will also assist the site's stakeholders to collaboratively work toward the agreed vision.

In reference to Figure 3, with the collective vision established and the master plan endorsed, Council will be in a position to then refine the master plan to more detailed design plans and further investigate governance options in Stage 2.

This second stage, which is outside the scope of this study, will require further consultation and involvement with all stakeholders. It is designed to progress the project from Stage 1 - which identifies options, considerations and gains support from all stakeholders regarding the future use, design and management of the site and its facilities.



# Section Two: Site Assessment

## 2.1 Site Overview

The Campbelltown Memorial Oval is bound by Darley Road to the west, Crowle Road to the north, and Elsinore Drive, Lower North East Road and some residential properties to the east. The reserve is approximately 5.0ha in size (Figure 4) and comprises the following facilities:

1. Playing Field
2. Campbelltown Sports Club Building
3. Academy of Self Defence (old Scout Hall)
4. East Torrens District Cricket Clubrooms
5. Car Parking
6. Storage / Change Rooms
7. Neil Dansie Reserve including Cricket Nets
8. Sunrise Christian School (adjacent)
9. Influencers Church (adjacent)



### 1. Playing Field – Football, Cricket and Touch Football

The oval is a large area measuring about 150 metres by 108 metres and occupies the great majority of the green space on site. It is used for cricket, Australian Rules football and touch football with these dimensions meeting the cricket and Australian Rules football guidelines. Touch football plays on three undersized pitches which the association is happy to adapt to. This also suits the community focused nature of that competition. In addition to its formal sports use, the grounds are accessed informally by the broader community for general recreation and exercise – both people and dogs.



Figure 4: Precinct Boundary and Uses



The user groups identified that the playing field is lacking definition as a result of the removal and turfing of the previous trotting track located around the oval perimeter. This is not seen by the clubs as detrimental to the ground's ability to host sport - in fact it is the home for both district level grade cricket (South Australian Cricket Association) and division one amateur league Australian Rules football (South Australian Amateur Football League).

The ground has a turf pitch and is surrounded by car parking on its eastern and western flanks with a passive and well treed area to its south. Its northern boundary has a significant stand of gum trees which separate the playing field from the one way access road to change rooms and netball courts. The south eastern section of the ground is reported to suffer from poor drainage (particularly during the winter) and this impacts on both codes of football played at the site. Further to the south east of the precinct is the area reserved for the development of the World War II memorial.

In November 2013, Council resolved that land on the corner of Lower North East and Darley Roads will be used as a war memorial. The designs are currently being developed and will be based on concepts prepared in earlier site planning. The area set aside is primarily proposed as a passive space with high visual appearance. At this stage it is not anticipated that memorial services or any civic functions will be held there.

### **2. Campbelltown Sports and Community Club Building**

This building is located centrally on the western wing of the playing field with direct access to three separate car parks from two points on Darley Road. It consists of four separate areas that are utilised by the four individual clubs with permanent residency - the

Campbelltown Sports Club, the Campbelltown Community Club, the Campbelltown City Band and the Campbelltown Bujinkan Dojo. There is also limited casual use of some areas.

The facilities facing the playing field are operated by the Campbelltown Sports Club and include a bar and clubroom facility and service areas for storage, cold store and an office. Windows from inside the club as well as a verandah on the eastern side of the building provide protected viewing areas across the oval. The area occupied by the Campbelltown Community Club facing Darley Road includes an office space and a hall and kitchen area set up with tables and chairs which is managed by Council. An adjacent hall acts as an activity area for this group as well as the practice and training areas for the Campbelltown City Band and the Campbelltown Bujinkan Dojo. The Band also has storage and an office area leading off from this. The shared hall is also used for general community activities from time-to-time.

The Building Condition report prepared in 2009 by GHD describes the building as in good condition.

### **3. Old Scout Hall**

This building is the most westerly located building on site, situated adjacent to the East Torrens District Cricket Clubrooms. The facility is now utilised exclusively by the Academy of Self Defence and Martial Arts and consists of a central open area which has mats laid down at all times, a small kitchen space and a total of seven small store rooms. The building does not incorporate toilet facilities, forcing patrons to use the outdoor public toilets. The Building Condition report prepared in 2009 by GHD describes the building as in poor condition.



### **4. East Torrens District Cricket Clubrooms**

Located on the north western flank of the oval, this building is a two storey facility which uses the site's gradient to its advantage. The upper storey has direct access to the oval as well as a verandah providing a protected viewing area across the oval. The building consists of an open clubroom area, bar, kitchen and toilets (male, female and disabled) on the upper level and home and away team change rooms, umpires rooms, secretary's office and store room on the lower ground level.

The Building Condition report prepared in 2009 by GHD describes the building as in average condition.

### **5. Car parking**

At present there are 198 car parking spaces available across five separate bays around the site. Access to the car park along the eastern flank of the oval is regularly subjected to congestion due to the narrow access road which connects to Crowle Road. The entry/exit point located along Lower North East Road is generally unused by most clubs as Council requires that a club member is required to lock it after use.

### **6. Eastern Change Rooms**

Located adjacent to the Neil Dansie Reserve, this facility consists primarily of change rooms with a separate storage shed positioned just to the north. The facility is located on the opposite side of the precinct from the Sports and Community Club causing some discord for the Rostrevor Old Collegians (ROCS) Football Club who are the sole users of these change facilities. The Building Condition report prepared in 2009 by GHD describes the building as in poor condition.

### **7. Neil Dansie Reserve – Netball Courts**

The Neil Dansie Reserve consists of six netball courts orientated north/south. These courts were constructed as a result of a previously prepared Campbelltown Memorial Oval master plan. They were designed to meet the training requirements of both the Newton Jaguars Netball Club and the East Torrens District Cricket Club. The reserve was strategically located to allow a further two courts at the southern end to be developed when funds became available.

### **8. Cricket Nets**

Adjacent to the netball courts are cricket nets with four rubberised wickets used by the cricket club during the summer but also available to the broader community for recreational use.

## **2.2 Site User Groups**

A number of stakeholders have an interest in the use, design and management of the site including Council, the broader community, user groups and State Sporting Organisations.

Members of the community have had opportunities to express their thoughts during the consultation phase through community meetings and surveys. Rate payers within a 500 metre radius of the site were individually notified of these opportunities via post.

To achieve the most appropriate outcome for the site, it is important that residents and ratepayers remain informed of the process and outcomes and have an opportunity to provide timely input during the development and final assessment of concepts. An overview of the existing formal user groups is provided as follows.

### ***East Torrens District Cricket Club***

Was established in 1897 and has had its clubrooms at the Campbelltown Memorial Oval since 1971. The club has a strong membership base of approximately 200 people. In recent years it has worked with the Newton Jaguars to gain funding for the newly developed netball courts which the club also uses as temporary hard wicket practice nets. Due to the age of the club's current facilities, maintenance costs are rising. As a result of this, the club is increasingly supportive of a redevelopment of the oval.

### ***Rostrevor Old Collegians Football Club***

Has been established since 1974 and has its 40 year anniversary in 2014. The club fields three senior men's teams and has no women's or junior teams – its junior feeder is Rostrevor College. It plays in Division 1, Division 1 Reserves and Division C1. It has approximately 120 members and has recently established a social membership category which it will focus on increasing in coming years. The club believes the existing facilities are sufficient for current requirements but will not meet the demands of future social expansion.

### ***Newton Jaguars Netball Club***

Was founded in 1986 and is one of the state's premier clubs. It has about 350 members and 23 teams in total (three senior teams and 20 juniors). The club plays in the Premier League and Adelaide Metropolitan Netball Division (AMND). In recent years, it has entered into a financial agreement with the East Torrens Cricket Club and Council to upgrade the courts located on Neil Dansie Reserve for training purposes. The club plays its Premier League games at ETSA Park as a requirement of Netball SA. The club believes it has potential to continue growing and is looking to strengthen its coaching staff.

### ***Campbelltown Community Club***

Was established in 1974 as the Campbelltown Senior Citizens Club. In 2003, due to a decrease in membership and a club review, it changed its name to Campbelltown Community Club. Today the club has a membership base of about 150 people and provides a range of exercise programs, and social and recreation activities.

### ***Campbelltown City Band***

Was established in 1919 and will be celebrating its 100th anniversary this decade. It has 30 musicians and regularly competes in state wide competitions. The band is a strong community contributor and accepts and teaches members with no musical background.

### ***Campbelltown Sports Club***

Has been established at the oval since 1974 when it was founded as an overarching body to manage the site. It no longer has a formal affiliation with the cricket, netball or football clubs. At present the club has a number of social eight ball and darts teams and is willing to explore opportunities with other users on the site.

### ***Botanics Touch Football Club***

Has been established since 1984 and has been based at the Campbelltown Memorial Oval since circa 1990. At present the club operates year round with two six week breaks between the summer and winter seasons. In recent years the club has been using the bar facilities after games at the Campbelltown Sports Club however it has no formal arrangements with any sporting or social groups on site. It has previously hired the cricket clubrooms for competition evenings from time-to-time.



### ***Campbelltown Bujinkan Dojo***

The Dojo has used the Campbelltown Community Club facilities for the past two years. Due to the unique nature of this martial art, membership numbers are minimal and are predicted to remain so. The club is satisfied with its current status and facilities.

### ***Academy of Self Defence and Martial Arts***

Was established in 1995 and has been located on site since then. At present the club provides self defence classes three days a week as well as a SACE accredited school program which is conducted in a number of schools in the metropolitan region. The club benefits from exclusive use of the hall through a lease with Council and has its mats permanently in place.

### ***Sunrise Christian School***

Has recently purchased and is developing land from the church to build a new school which is adjacent to the oval and netball courts. It also plans to build a one court sports hall. The school wishes to work in conjunction with sporting clubs, local community and council to establish ongoing use of the oval and netball courts.

### ***Influencers Church***

Has regular patronage of up to 3,000 people a week attending church services (primarily on Friday nights and Sunday mornings), and other activities during the day and night throughout the week. It has previously had a strong connection with the oval when it used the road on the eastern side of the oval as an exit to Lower North East Road after services and Carols by Candle Light events. This has changed since the development of a private road that connects with Darley Road and their carols events have moved inside the church.



**Figure 5:** Sunrise Christian School



**Figure 6:** Influencers Church

### 2.3 Precinct Design Considerations

The following points are some key site and layout considerations.

#### **Open Space**

The playing field is the largest and primary open space on the site which is also accessible to the community at times other than those used by the sporting clubs. The Neil Dansie Reserve (netball courts) is publicly accessible but the cricket training area is not.

#### **Community Recreation**

As well as the playing field, which is dominated by formal sporting activity on a regular basis, there are two key areas for informal recreational use. They are located at the southern and northern ends of the oval. Their use is limited to an extent as a result of their proximity to the formal sporting area, their design as areas more intended for amenity, and their elevation and mounding.

The southern area is mounded and heavily vegetated with trees which act as both a visual buffer to traffic on Darley and Lower North East Roads as well as physically stopping balls travelling towards that major road intersection.

The precinct focuses in the main on formal sport and hall based activities. In support of these key uses, it has a large number of facilities and buildings, and is perimeter fenced. The space overall has low level connections to the adjacent Linear Park at its most northerly boundary and few entry points for the local community.

There are significant plantings of Eucalypts around the reserve perimeter and smaller stands of trees located in two mounded areas located at the westerly car park and also to the south.

#### **Club Facilities and Buildings**

The central facility facing the western wing of the oval is leased to the Campbelltown Sports Club, with two separated spaces leased to the Campbelltown Community Club and the Band.

The Cricket Club leases a club and change rooms located on the north western section of the ground overlooking the playing field. It also uses the turfed training nets situated to the north of the Neil Dansie Reserve and shares the most northerly netball courts with Newton Jaguars.

A storage shed and change facility are located by the Neil Dansie Reserve which are predominately used by Football Club. The facilities are ageing and the club has stated that it does not meet its needs.

The Academy of Self Defence and Martial Arts uses the old Scout Hall building located adjacent to the western car park and has this space set up permanently for its classes.



**Figure 7:** East Torrens Cricket Clubrooms



### Sub Surface

The perimeter of the playing field was previously used as a trotting track and was removed some years ago. Council staff reported that they do not believe there to be any issues of concern regarding soil contamination. This is an issue however that may require investigation depending on the proposed development. Clubs have reported a low section with poor drainage on the south eastern flank of the oval which should be addressed if the playing surface is to be relocated or renovated in the future.

### Car Parking

The precinct has 198 onsite car parking spaces, which cater well to patrons for the social and sporting activities of the site and general season matches for cricket, netball and football. During football finals, some spectators are required to park outside of the precinct. Congestion is an issue at times when using the one lane access road extension from Crowle Road into the eastern car park.



**Figure 8:** Western Car park

## 2.4 Traffic Considerations

An assessment of the traffic implications for the site has been completed with a summary provided as follows. (A copy of the full traffic report is included in Appendix A.) Any future work on the main roads may have impacts on this master plan and will require further discussion with the State Governments' Department of Planning, Transport and Infrastructure (e.g. road widening).

The site has four access and egress points (see Figure 9 over page):

- i. Left in and left out access to Lower North East Road, providing links to the netball facilities, martial arts facility and cricket nets - this route is generally used for major events. This has been retained but is now improved as a shared use path.
- ii. Full turn movement access to Darley Road via Crowle Road, providing linkage to the martial arts facility, netball facilities, cricket nets and the eastern end of the oval
- iii. Full turn movement access to Darley Road, providing linkage to eastern end of oval
- iv. Left in and left out access to Darley Road, providing linkage to eastern end of oval.



**Figure 9:** Campbelltown Memorial Oval Traffic Access Points

The report has made the following conclusions.

- Analysis of the existing use indicates that the winter season will generate a higher and more concentrated parking demand and trip generation during the PM Peak Period.
- The analysis indicates that peak training nights would be expected to require approximately 150 car parks and generate approximately 194 traffic movements in the PM peak hour.
- The current Crowle Road/Darley Road intersection suffers from existing queues and delays and also has an adverse crash history with 17 crashes recorded from 2008 to 2013.
- Analysis indicates that right turn movements in and out of Crowle Road will have long queues and delays and this is expected to increase with increased levels of usage.
- The report recommends an upgrade to the Crowle/Darley Road intersection is likely to be required to improve the intersection's Level of Service for right turn movements and its safety.



## Section Three: Demand Assessment

A number of methods were implemented to gauge user groups' and community perceptions regarding the precinct redevelopment. These included a community survey, personal interviews and community meetings (targeted at residents living within 500 metres of the site). The outcome of these approaches is summarised below.

### 3.1 Community Survey

A survey was made available to the public via Council's website as well as hard copies being available from the Council Office, Campbelltown Leisure Centre and the Library.

A total of 53 (37 on-line and 16 hardcopy) surveys were returned with the findings concluding the following.

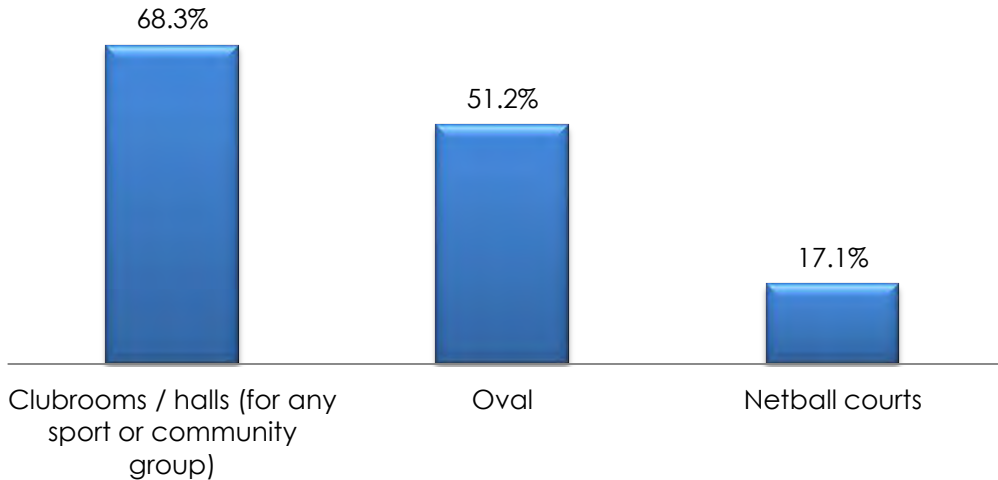
- 41 respondents had used facilities at the precinct in the past 12 months. Of those,
  - 68% used either the clubroom or hall facilities,
  - 51% used the oval and
  - 17% the netball courts.

The remainder had not used any facilities at the precinct in the past 12 months, with the largest response as to why they had not visited being insufficient signage and little promotion of programs.

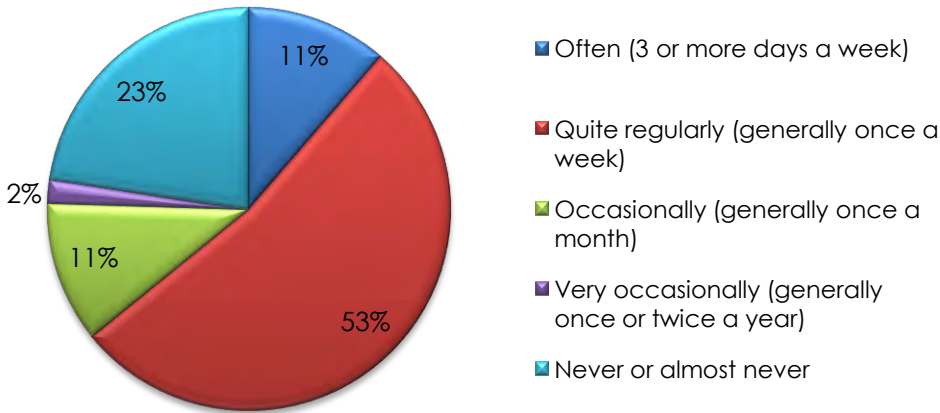
- The majority of respondents use the oval regularly with 53% visiting generally once a week and a further 11% using the space up to three times a week.

- The oval is used extensively by the community for sport. 33% of respondents participate in an organised activity, 23% play socially in an organised sport and 20% play competitively in an organised sport. 20% of respondents utilise the space for recreation activities that are not orientated around any of the formal clubs, highlighting that the precinct is used regularly for recreation and social activities as well as formal sport.

**In the last 12 months, I have used the following facilities at the Precinct**

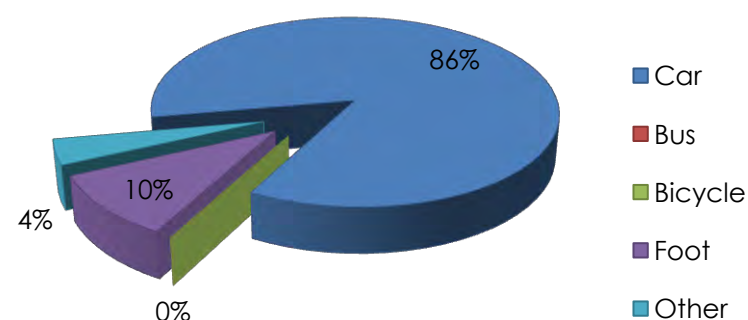


**On Average I use the precinct...**



- 86% of respondents travel to the precinct by car and 10% travel by foot. No respondents travel via public transport or bicycle.

### I usually travel to the precinct by...



When respondents were asked to rate how satisfied they were with the facilities at the precinct, a number of matters became evident. Respondents were generally satisfied with the standard of the oval, car parking, landscaping and the abundance of trees as well as the available space for outdoor events. They generally remained neutral or without opinion for the lighting and shade / shelter.

Access and egress and toilets were the main features which respondents were dissatisfied with. The clubrooms, community hall, netball courts, cricket nets and space for indoor activities were answered as 'don't know' by the majority, indicating respondents have not accessed these facilities as they are primarily used by clubs. Respondents who replied with "not satisfied" were asked for further information with the following explanations provided.

- Toilets are old and in poor condition
- The oval is uneven and boggy at certain times of the year
- The community hall is tired, dull and outdated
- Car parking access can be dangerous particularly at peak hour
- Access to facilities is poor

Respondents were also asked to provide suggestions as to how the precinct could be improved, with comments made as follows.

- Additional vegetation using native plants
- More shaded areas with seating
- The inclusion of public exercise equipment
- An elevated and undercover area to watch the football
- Improved lighting and access
- Seating and shelter by the netball courts
- Playground

### 3.2 User Group Needs

The specific requirements of the user groups include the following.

#### **East Torrens District Cricket Club**

The cricket club's immediate and future requirements include:

- The reorientation (north/south) of the turf pitch
- The relocation of the practice nets closer to their club room
- Increased storage space
- Access to a social venue to hold presentations and events

#### **Rostrevor Old Collegians Football Club**

The football club's immediate and future requirements include:

- New change room facilities / Location to be reconsidered
- Increased storage space
- Improved lighting to allow the opportunity for night games
- Access to a larger social venue on site where the club can hold award presentations and social events



### **Newton Jaguars**

The main priorities for the club include:

- Increased storage space
- Access to toilet and change facilities
- Access to a larger social venue on site where the club can hold award presentations and social events
- A further two outdoor courts

### **Campbelltown Sports Club**

The main priority for the club is access to a large social venue that can be hired out to generate income

### **Campbelltown Community Club**

The main priorities for the community club include:

- Exclusive use of an office area
- Access to storage and wall space to hang club memorabilia

### **Campbelltown City Band**

The main priorities for the club include:

- Increased storage space with improved security systems
- Practice space located in close vicinity to storage space
- Practice and performance space with basic acoustics

### **Botanics Touch Football Club**

The main priorities for the club include:

- Access to toilet and change facilities
- Increased storage space
- Improved lighting to allow the opportunity for night games
- Access to a social venue to hold presentations and events

### **Academy of Self Defence and Martial Arts**

The main priority for the club is space to allow floor mats to be permanently set up

### **Campbelltown Bujinkan Dojo**

The main priority for the club is access to increased storage space

### **Sunrise Christian School**

The main priority for the school is to maintain access to the oval and the netball courts

## **3.3 State Sporting Organisations**

The following State Sporting Organisations were also consulted regarding the use and design of the site.

### **South Australian Amateur Football League (SAAFL)**

The South Australian Amateur Football League is supportive of the redevelopment of the site. They believe it has the potential to greatly assist amateur football in the area and across the entire north eastern metropolitan region due to its prime location. SAAFL also sees the redevelopment of facilities as an opportune situation for the ROCS football club to grow and introduce a junior's squad.

### **South Australian National Football League (SANFL) and the South Australian Cricket Association (SACA)**

These two peak bodies were interviewed separately and the discussion with SANFL also included the South Australian Community Football league – the body responsible for overseeing community football in the State.

At the time of undertaking the master plan, both the South Australian National Football League (SANFL) and the South Australian Cricket Association (SACA) were undertaking a strategy regarding the future location and priority development of facilities across the State. While this work is primarily for regional areas in South Australia, it does consider Adelaide's metropolitan grounds.

Whilst the strategy was pending and circumstances could change subject to the findings of this review, neither of these peak bodies has any immediate plans to develop facilities at CMO.

### **Netball SA**

Netball SA is supportive of the notion of extending the Neil Dansie by a further two courts. The club has potential to grow significantly if it was to develop a community base and link up with local schools – this is something that Netball SA is keen to see occur. At the time of undertaking the master plan, Netball SA was undertaking a facilities review and had no immediate plans to develop any facilities on site.

### **Tennis SA**

Tennis SA is supportive of the development of public courts on site as they can double and/or serve as overflow courts for netball. They did not see the site as a high priority and Tennis SA has no current plans for the site. They noted that their focus will be better served assisting tennis clubs at neighbouring sites in the Campbelltown area.

## **3.4 Summary of Issues and Opportunities**

There is general agreement that the existing infrastructure on the site is ageing and in need of upgrading. The locations and layout of facilities across the precinct appear to be disjointed, lacking connection and inconvenient to many users. Access and egress is in need of improvement with user groups identifying that entry and exit points are often difficult to negotiate and at times hazardous.

Each of the clubs is generally supportive of the master plan process and a redevelopment of the site, however there are some reservations with regard to loss of identity and independent use and control of existing facilities, particularly in regard to the management of a central shared-use building should that eventuate.

The upgrading of facilities is considered important by the clubs and a number of community members using the precinct. And while there is some concern around management and control of facilities, each of the user groups on the whole accepts that they will need to embrace change and become part of a collective vision to enable the redevelopment to proceed in a sustainable manner.

Table 1 on the following page groups the matters raised through the master plan process into topics and summarises the issues and opportunities for the site as identified through the consultations.



TOPIC	ISSUES	OPPORTUNITIES
<b>Precinct</b>	<ul style="list-style-type: none"> <li>High to medium density development projected along the transport corridor places importance on the oval</li> <li>The appearance of the facility is poor particularly along main road frontages</li> <li>Trees dropping limbs is hazardous</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade to be inviting to more people and improve amenity through landscaping</li> <li>Maintain open space and create greater visibility and access</li> <li>Provide any upgraded facilities at reasonable costs</li> <li>Consider environmental sustainability in redevelopment</li> <li>Options to share space – both playing fields and buildings</li> <li>Maintain optimal passive surveillance around the site</li> <li>Consider commercial ventures</li> </ul>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>Netball does not have satisfactory access to buildings for social events, change facilities or drinking fountain (an arrangement is in place with cricket)</li> <li>Leaf litter from trees is a chronic maintenance issue - it regularly blocks gutters</li> <li>Change rooms are in poor condition</li> <li>Martial Arts students must use public toilets which can be a safety issue at night</li> <li>South eastern corner of the oval is muddy when wet</li> <li>How will built facilities on site be managed if there is shared use</li> </ul>	<ul style="list-style-type: none"> <li>Potential to consolidate built facilities</li> <li>Potential for 2 more netball courts next to existing courts</li> <li>Joint use of school sports hall for netball for training, storage and office space if/when development occurs</li> <li>Install a playground and fitness equipment</li> <li>Build new facility closer and central to the oval</li> <li>Open the eastern side of oval along Elsinore Drive to create views – do not develop significant buildings along that road</li> <li>Relocate cricket nets to the oval and close to the buildings</li> <li>Reshape oval for more definition for football and cricket</li> <li>Reorientate cricket pitch to run north / south</li> <li>Consider a range of management models</li> <li>Potential to host regional and state level events</li> </ul>
<b>Buildings</b>	<ul style="list-style-type: none"> <li>Satisfactory amounts and access to storage are concerns for all clubs</li> <li>Martial Arts requires space that is permanently set up</li> <li>Three buildings on site are in poor to average condition</li> </ul>	<ul style="list-style-type: none"> <li>Build a gym which all sporting clubs on site could access</li> <li>Create a social venue for clubs to hold presentations, social events and other functions</li> <li>Design a multipurpose space with a stage for band practice and performances</li> <li>Acoustic and noise attenuation must be considered</li> </ul>
<b>Traffic, Car Parking &amp; Site Access</b>	<ul style="list-style-type: none"> <li>Traffic congestion particularly at peak times on Crowle Road, in front of school and into netball courts, change rooms and cricket nets</li> <li>Exiting onto Darley Road is difficult at busy times</li> <li>Trees create blind spots when exiting onto Darley Road</li> <li>Eastern car park creates concerns for clubs and residents regarding hoon driving and undesirable behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Consider school car parking, vehicle access, foot paths and linkages</li> <li>Maintain and improve access between school, netball courts and oval</li> <li>Create more car parking on the western side of the oval next to the buildings</li> <li>Potential to share church car parking – formal arrangement</li> </ul>

**Table 1:** Summary of Issues and Opportunities

## Section Four: Site Breakdown

In determining the layout of the site it is important to identify where net gains and losses may occur as a result of any changes. These are discussed in terms of open space and Infrastructure as follows.

### 4.1 Open Space

Physical open space at the site is discussed in relation to sport, recreation and ancillary spaces.

#### **Sport**

Whilst sports surfaces are considered within the overall allocation of Council's open space, they are not always fully accessible due to:

- Sole use for specific activities (eg. cricket practice nets)
- Structured use at designated times (competitive games, training, etc) dictating when the community can have access
- Periods of closure to the general public to allow for recovery during seasonal transitions (winter to summer in particular)

In noting these points, sports areas are generally accessible to the community and offer a sense of open space whether they are hard courts, synthetic surfaces or grassed.

#### **Recreation**

Open space which is accessible to the public at all times and offers true recreation opportunity is often referred to as parks and gardens (or recreation space). These areas usually provide a number of unstructured opportunities which could be both passive (picnicking, BBQ, relaxation etc) or active (kick to kick, walking, jogging etc.) They generally exclude structured sporting groups.



Figure 10: Campbelltown Memorial Oval Design Zones



Ancillary Space

Ancillary space refers to land that has no formal or active recreational use but may offer an aesthetic value to a site. These spaces include verges and garden beds or they may be parcels of land that offer a buffer between different or conflicting uses such as roads, sports areas, and walking and cycling networks.

4.2 Infrastructure

Site infrastructure is an important aspect of a precinct to support and assist the activation and use of an area. While it has an obvious visual presence it also has an impact on the physical amount of open space that is available to user groups and the community. These generally necessary aspects of a site are discussed below in terms of buildings and hardstand areas.

Buildings

Most buildings on open space are provided for structured sport and recreation - they are used primarily to accommodate clubs and their storage or activity needs.

The existing built facilities at Campbelltown Memorial Oval appear to have been planned and developed over different periods of time and as a result have little relationship to one another. They are mostly ageing and do not meet the requirements of their user groups to a satisfactory standard. With considered planning and management these structures could be consolidated.

Hard Stand Areas

To support the precinct’s uses, hard stand areas including roads and parking are needed. Ideally they are located in close proximity

to buildings for easy access to facilities. At CMO, parking is located in four areas – three parking zones that cater to the Cricket Club, Sports and Community Club, and martial arts group, and one large area on the eastern boundary catering to netball, the change rooms and parking around the oval perimeter for spectators.

4.3 Current Land Allocation

The allocation of space (identified in Table 2 below) in the existing layout is 5 hectares (ha). Of this area 2.76 ha (55.2 %) is allocated to sport spaces (oval, netball courts and cricket nets) and 1.17 ha (27.4 %) is attributed to recreation and ancillary spaces (passive community spaces, structured walk ways etc).

The remaining 0.87 ha (17.4 %) is given to buildings and hardstand areas including car parking.

Allocation		Current		
		ha	%	
Open Space	Sporting	2.76	55.2	82.6
	Recreation	0.7	14	
	Ancillary	0.67	13.4	
Infras	Buildings	0.2	4	17.4
	Car Parking	0.67	13.4	
Totals		5.00	100	
Car Parks		198		

Table 2: Current Allocation of Space

## Section Five: Master Plan

The findings of this report form the basis of the master plan noting that the intent of this stage of planning is to establish a collective long term vision for the site that will require a staged and incremental process for the vision to become reality. The proposed master plan is based on the community consultations and direct discussions with the groups and clubs that use the precinct.

Given the size of the Campbelltown Memorial Oval and the task of redeveloping the site, it will be practical and realistic to approach the project in a prioritised and stage manner. The master plan will be prepared in a flexible manner that will allow the site to be developed in stages - in line with the current and future needs of the community and funding opportunities as they arise.

### 5.1 Development Themes

From consultation with user groups, stakeholders and the community, a number of themes have emerged that have shaped the master plan's development. These are seen as follows.

- **Community Hub:** A consensus for consolidated facilities where feasible and the development of a central hub comprising:
  - The co-location of football, cricket, sports club, netball, martial arts, community club and other community uses
  - Suitable change facilities for all sports
  - Modern clubrooms and social facilities
  - Multipurpose community spaces
  - Administrative areas
  - Storage spaces for user groups and ground equipment
- **Community Recreation:** The preservation of the precinct as a community facility and enhancement of recreation services and assets to include a play space, outdoor fitness equipment and consideration given to a path network linking to the River Torrens Linear Park and main roads, and vegetated and shaded areas.
- **Sports Surfaces:** The notion of improved playing surfaces for the oval including the realignment of the centre cricket pitches and the relocation of the Cricket Club's turf practice nets to a more practical and accessible location. As well the site should include an additional two netball courts to meet the growing training needs of the Netball Club.
- **Open Space:** The relocation of the existing cricket training area from its current site adjacent to the Linear Park provides opportunity to return that area to a passive park that increases space for the local community and creates a direct link from the River Torrens into the precinct.
- **Ancillary Services:** In addition to the core aspects of built form, sports fields and public realm, there are a number of services, facilities and infrastructure that will enhance the use, viability and safety of the site. These include toilets, spectator areas and enhanced lighting for both the active and passive areas.
- **Management:** This will require ongoing discussion and negotiation with all parties but it is envisaged that where possible management arrangements be minimised and clubs consider the shared use of resources. Further discussion is provided on this aspect in Section 8, Management Options.



### 5.2 Guiding Principles for Development

The potential design option for the site is guided by a set of principles based around developing a community hub which supports the sporting, recreational and social requirements of the clubs and community. These include the following.

- **Open Space:** There will be no net loss of useable open space within the precinct and where possible these spaces should be further developed and enhanced for community use to ensure the area is not just a sports facility.
- **Amenity:** The precinct will be a safe environment that people feel comfortable to be in and with good passive surveillance. It will be visually appealing and welcoming with views across the precinct including landscaped areas and passive spaces with play equipment, lighting, shading and seating.
- **Community Access:** Access to the precinct will be maintained and at a minimum match current arrangements and added to if practical. Where possible, linkages to the surrounding environment will be enhanced including the River Torrens Linear Park, towards the Paradise Skate Park and bus interchange on Darley Road and onto Lower North East Road.
- **Club Sustainability:** Clubs are encouraged to see the master plan as a means of ensuring their long term viability and includes sharing resources. A key principle is minimising duplication.
- **Facilities:** Consideration should be given to the shared use of a facility and the consolidation of buildings. Clubs will be offered equal if not better facilities and not financially disadvantaged.
- **Club Identity:** Clubs are encouraged to retain their identity in any proposed development of facilities at the precinct.
- **Traffic:** Designs should mitigate traffic congestion at key points on the site including each of the access and egress points.
- **Car Parking:** Will at a minimum be maintained and minimise impact on existing user groups and neighbouring residents.
- **Optimising Use:** The Precinct will be designed and managed in a manner that ensures optimal use for current and future needs of sporting groups and the broader community. This includes sports lighting upgrades suitable to host night football matches.
- **Sustainable Use:** Optimising use will ensure wear and tear on sports surfaces protects the integrity of the oval for sports, and ensures continued community access outside of structured use.
- **Asset Management:** Where feasible and practical, assets and buildings will be managed in a manner that reduces the dependency on volunteers, with management shared to benefit clubs and the community.
- **Collaborative Management:** User groups at the site will be encouraged to work in collaboration to ensure optimal use, access and management of the site. Partnerships / shared use agreements with stakeholders will need to be formalised.
- **Environmentally Sound:** Current and future use and design of the precinct will adopt environmentally sustainable design principles and management techniques.



Campbelltown Memorial Oval – Existing Layout



Figure 11: Existing Site Layout



### 5.3 Master Plan Concept

Working from initial concept options and based on the thoughts and views of user groups, community feedback and Council input, the master plan concept has been refined and is discussed below.

#### 5.3.1 Overview

In essence, the master plan concept (see Figure 12 over page) proposes to change the layout of the active playing areas by:

- Slightly realigning the oval to the south east,
- Reorientating it and the cricket pitch to run north south (an outcome that is the strongly preferred oval orientation for both the cricket and football clubs),
- Increasing the size of the playing field to 155 metres x 110 metres from 150 metres x 108 metres and in so doing provide benefits to the efficient use of the overall precinct and to
- Relocating the cricket practice area to create a better connection to the club room and playing fields.
- Returning the previously used cricket practice net site to community open space with the inclusion of a shared use path that links the precinct to the River Torrens Linear Park and beyond.

The concept also proposes the demolition of all buildings on site (apart from the pump shed by the netball courts) and the construction of a double storey club facility that will house all users on the site. It is anticipated that in addition to using the new building, Newton Jaguars will also share space in the future with the Sunrise School for storage, offices and indoor courts, subject to the development of the proposed sports hall adjacent to the netball courts (on school land).

Car parking is important for the precinct and the current 198 spaces are increased to 220. Additionally, access and egress to and from the site is from two points - one on Crowle Road and one from the western car park taking cars directly out onto Darley Road. This will eliminate a number of the safety issues associated with the existing two access points adjacent to the sports club that lead onto Darley Road. A further exit point from the smaller eastern car park (along the shared uses path to Lower North East Road) is available for large functions when needed. It is anticipated that the existing gate at that point remains locked and is not used regularly for general public access.

Of concern has been the significant traffic restrictions experienced in front of the school and enroute to the netball courts and football change rooms due to high vehicle movements. This issue has been addressed to a large extent by a reduction in the number of car parks on the eastern side of the oval to 41 spaces and the rerouting of the access road to now veer right prior to the end of the lane.

This has provided room for the construction of two additional netball courts which the club requires in order to cater to future growth and it may have some impact on reducing the unsociable behaviour and hoon driving currently experienced in this area. More detailed commentary in relation to the proposal follows.

#### 5.3.2 Buildings

At present there are seven buildings on site and this concept will reduce the number to one in line with the key design principle of avoiding duplication. The main facility is envisaged as a two storey building located on the western boundary of the playing field.



It will provide good views of the oval and play areas and operate as a sports and community hub to house existing groups.

- Construction of a two storey shared use facility incorporating all user groups and providing options for increased social activities
- All existing buildings on the site are demolished including the sports club, cricket club, scout hall, public toilets, change rooms and all storage shedding (apart from the pump shed adjacent to the netball courts).
- The existing shed and change room space for football to be incorporated into the central shared use facility on western boundary of playing field
- Netball to use the new building for social activities and share storage, office space with school if/when the sports hall is built.

In regard to his last point, as the project would be a staged, it is envisaged that the relocation of netball facilities into the school sports hall would not occur until a later stage. The existing facilities used by netball would be retained until the school development is completed. As noted in the consultations, the school is supportive of the development and keen to be involved as a member of the sports precinct community. Should the school's sports hall project not proceed, Council will need to review this aspect of the development in consultation with the netball club and the school.

### 5.3.3 Sports Surfaces

The concept provides a marginally larger oval allowing for one full size and two smaller touch football fields to be operated at any one time. The oval has been realigned to the south east and reorientated to run north / south. The cricket practice nets are now relocated to the north western corner of the playing field.

As a result of the realignment, the mounding and trees in the southern section of the precinct would need to be removed. Given that this is also the general area in which the proposed War Memorial will be developed, it is highly likely that a review of vegetation and landscaping for this site would occur. The removal of the mounding will also create more flexible use of the space in this area and provide the opportunity to have three touch football pitches included – two orientated approximately north / south and one east /west.

There is also a gain in passive recreation space to the north of the oval (in between the stand of trees and the playing field), which can be used by the community and not impact on the formal sport areas. Further notes include the following:

- Cricket practice nets shifted to north western area of playing fields – return existing net area to passive open space linking to River Torrens Linear Park.
- Marginally increased flanks of the playing field are closer to the proposed building however there will still be sufficient space for safety run off areas.
- An additional two netball courts constructed. This, along with the rerouting of the access road will require some tree removal.
- A number of trees on site have dropped limbs in recent times as a result of age, poor structure and potential disease. An initial assessment conducted by Council staff noted that some trees may have a life expectancy of around five years. (Please note existing trees which may require removal across the options are outlined with no fill in figure 12. See Appendix B for trees earmarked for potential removal).

### 5.3.4 Car parks

Car parking is a key issue for the site as a result of the high spectator and playing numbers attracted the activities held on site - particularly football. Informal use by school visitors may also occur.

- Car parking across the site has been reconfigured and increased to 220 parks.
- A larger reconfigured western car park provides 179 spaces – this will require the removal of some mounding and trees.
- Up to 84 car parks have been removed on the southern section of the eastern flank reducing this to 41 spaces. This has significantly reduced opportunity for unsociable activity and dangerous driving and also relieved pressure on traffic movements along the laneway leading to the netball courts.
- Council should continue to monitor behaviour in the eastern car park and reassess the need for further measures if required.

### 5.3.5 Traffic Movement (Vehicle and Pedestrian)

The movement and flow of vehicles and pedestrians is important to the function of the site. Significant vehicular issues are experienced at peak times in relation to sports events as well as school drop off and pick up times. The narrowing of Crowle Road as it leads into the netball courts creates a bottleneck and high congestion. This design reduces the parking on the eastern wing from 125 parks to 41 and will also reduce pressure on this road. The rerouting of this access lane also frees up space to construct the additional two netball courts required by the Newton Jaguars.

Additionally, exiting to Darley Road from Crowle Road is reported to be problematic at peak times and a number of accidents have occurred. Further investigation and consultation regarding this issue

is required with the Department of Transport, Planning and Infrastructure (DPTI).

Pedestrian links around the oval and to and from the River Torrens Linear Park and Paradise Bus Interchange will encourage activation of the site. A reduction in mounding adjacent to the cricket club will also provide better views across the playing field, increased passive surveillance and better integrate the overall space.

- Path from River Torrens Linear Park to Lower North East and Crowle Road links to Paradise Bus Interchange and skate park
- Path continues around full boundary of precinct
- Shared use path to Lower North East Road used as a vehicle exit for large events – retain gate – bollards to stop unauthorised vehicle access.
- One access/egress point on Darley Road closed.
- Laneway to netball courts and eastern car park has reduced traffic movement due to reduction in car parks and provides less congestion. (Traffic studies indicate that there are sufficient spaces for netball.)

### 5.3.6 Other Site Aspects

- Landscaped areas where car parks were on eastern flank add to amenity of the area.
- Inclusion of War Memorial as per Council resolution.
- Play space, shelter, fitness equipment and public toilet are included to support community activity.
- New perimeter fencing around the precinct provides safety for users and site security plus support to host SAAFL football finals.



Campbelltown Memorial Oval – Master Plan



Figure 12: Master Plan – Proposed Layout



5.4 Area Allocation Comparisons

Open Space

In comparing the master plan option and its uses to the existing space, there is an increase in recreation (passive) open space – the areas used for informal recreation. This has occurred as a result of more efficient design including shifting the cricket nets onto the space adjacent to the playing field, a slight reduction in overall space given to the building footprint, and changes in the size and shape of the playing field.

These changes have created a corresponding net loss in the sport surfaces area – space used for matches and training for formal sports including cricket, football and touch football.

Infrastructure - Buildings

The consolidation of buildings into a shared use double storey facility has resulted in a smaller footprint required for buildings along with a reduction in ancillary facilities such as sheds and storage areas (also incorporated into the building). A shared use facility will provide efficient use of space by avoiding the need for multiple service points including kitchens, bars, change rooms and storage areas.

Infrastructure - Hardstand

The area of handstand (car parking and roads) has marginally increased due to the increase in numbers of car parking and the proposed new road at the northern end of the oval. Car parking increases to 220.

Overview

Overall, there is a combined net gain in sport and recreation land of 0.04 hectares. The area dedicated to Infrastructure is correspondingly reduced by 0.04. Figure 13 and Table 3 below illustrate and enumerate the allocation of space for uses of the site.

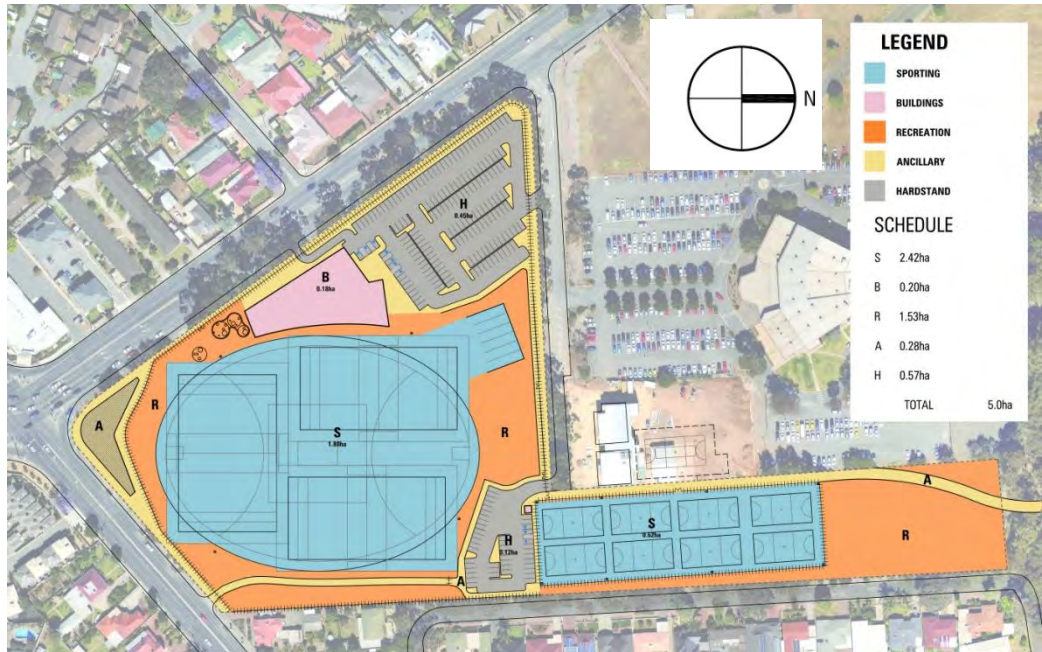


Figure 13: Master Plan – Site Breakdown

Allocation		Existing		Master Plan		
		ha	%	ha	%	
Open Space	Sporting	2.76	55.2	2.36	47.2	83.4
	Recreation	0.7	14	1.53	30.6	
	Ancillary	0.67	13.4	0.28	5.6	
Infras	Hard Stand	0.2	4	0.26	5.2	16.6
	Buildings	0.67	13.4	0.57	11.4	
Totals		5.00	100	5.00	100	
Car Parks			198		220	

Table 3: Comparison of Area Allocations

### 5.5 User Group and Community Consultations

The preparation of this Master Plan included a two stage community engagement process.

#### Stage 1 - November – December 2013

*Aim: To identify the key requirements for existing user groups and the key aspirations and any concerns of local residents, stakeholders and interested parties, to inform the directions for the Master Plan.*

In the first instance a reference group was established comprising representatives of the existing user groups of the precinct to ensure they were regularly informed on the project and given the opportunity to provide input throughout the master planning process.

In addition to the Reference Group discussions, face to face sessions were held with each of the user group club officials to discuss in detail the views of clubs and organisations.

As an integral part of the consultation process, individual meetings were also held with each of the key stakeholders operating on or adjacent to the Campbelltown Memorial Oval including the Sunrise Christian School and Influencers Church, and relevant State Sporting Organisations were contacted for their input.

Consultation was undertaken with the broader community regarding their needs, desires and aspirations for the precinct through a community workshop and a survey sent to all ratepayers and residents within approximately 300 metres of the Campbelltown Memorial Oval.

#### Stage 2 - July-August 2014

*Aim: To identify any concerns with the directions and inclusions in the draft Master Plan and the preferred concept plan option for inclusion in the final Master Plan.*

Face to face meetings were held with all existing user groups to obtain feedback on the draft Master Plan in general, identify any concerns and establish the preferences for the concept options.

In addition, an extensive promotional campaign was implemented to obtain feedback from the broader community on the draft Master Plan. Letters were also sent to residents on Elsinore Drive and adjacent streets seeking their feedback.

Feedback during Stage 2 found general support for the key directions and inclusions in the draft Master Plan and identified the preferred concept option which has formed the basis of this Master Plan.

## Section Six: Indicative Facility Concepts

While the final layout and designs of the shared use building are yet to be determined given that the master planning project is the first step in the overall precinct planning process, a concept has been produced to highlight how the facility could look given the notion of consolidation and centralisation.

In developing the building concept, the architects have considered a number of best practice design principles as well as input from Council and existing user groups – they are as follows.

- Develop an attractive, welcoming and functional multiple-use building
- Create a design for shared use that caters for sport, recreation and the social requirements of:
  - 7 different sporting clubs (cricket, football, sports club, touch football, netball, 2 martial arts clubs)
  - 2 community based clubs (community club, band)
  - The local community
- Minimise the building footprint and maximise open space
- Provide sports facilities, community hall area, office and committee spaces, bar and kitchen facilities, equipment storage, ground equipment
- Support a number of club and community activities at the same time, as well as:
  - providing opportunities for individual club independence
  - promoting interaction between clubs

As identified, in line with the master plan, the club facility is relatively centrally located on the western wing of the playing field to provide the most advantageous viewing position over the playing surfaces and the Adelaide Hills to the east.

Also important to note is that the sports club and social areas are located on the first floor with the community hall activities and operational and service function areas including turf and ground equipment storage on the ground floor.

In noting that the final look, design and layout of the community facility is still to be determined and endorsed by Council, it is important to restate that at this stage concepts are indicative and for presentation purposes only. There may be significant changes to what is portrayed in the following figures after further detailed consultation with user groups at the time of design.





Figure 14: Indicative Facility Rendering



CONCEPTUAL GROUND FLOOR PLAN  
**CAMPBELLTOWN MEMORIAL OVAL**

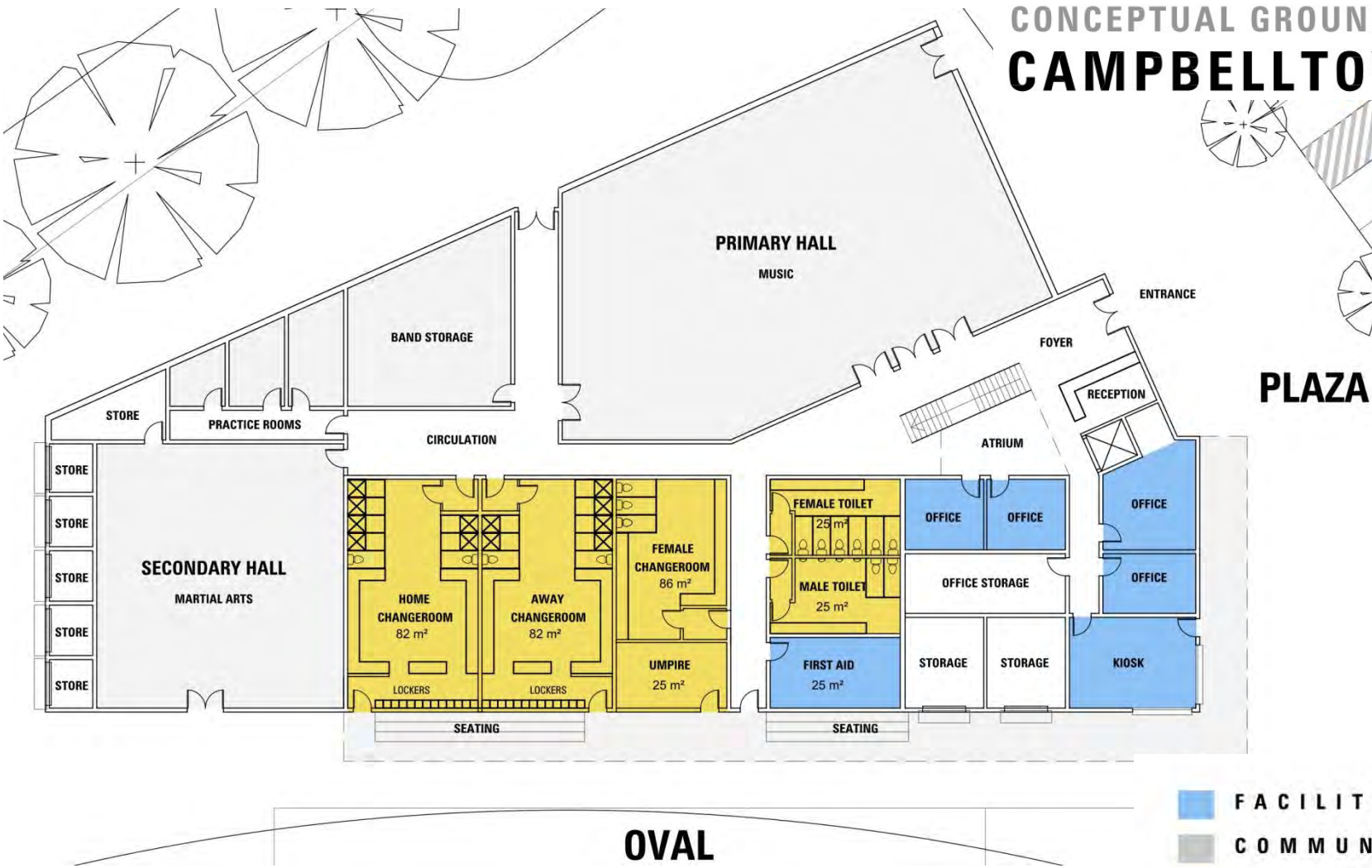


Figure 15: CMO – Conceptual Ground Floor Plan

CONCEPTUAL FIRST FLOOR PLAN  
**CAMPBELLTOWN MEMORIAL OVAL**

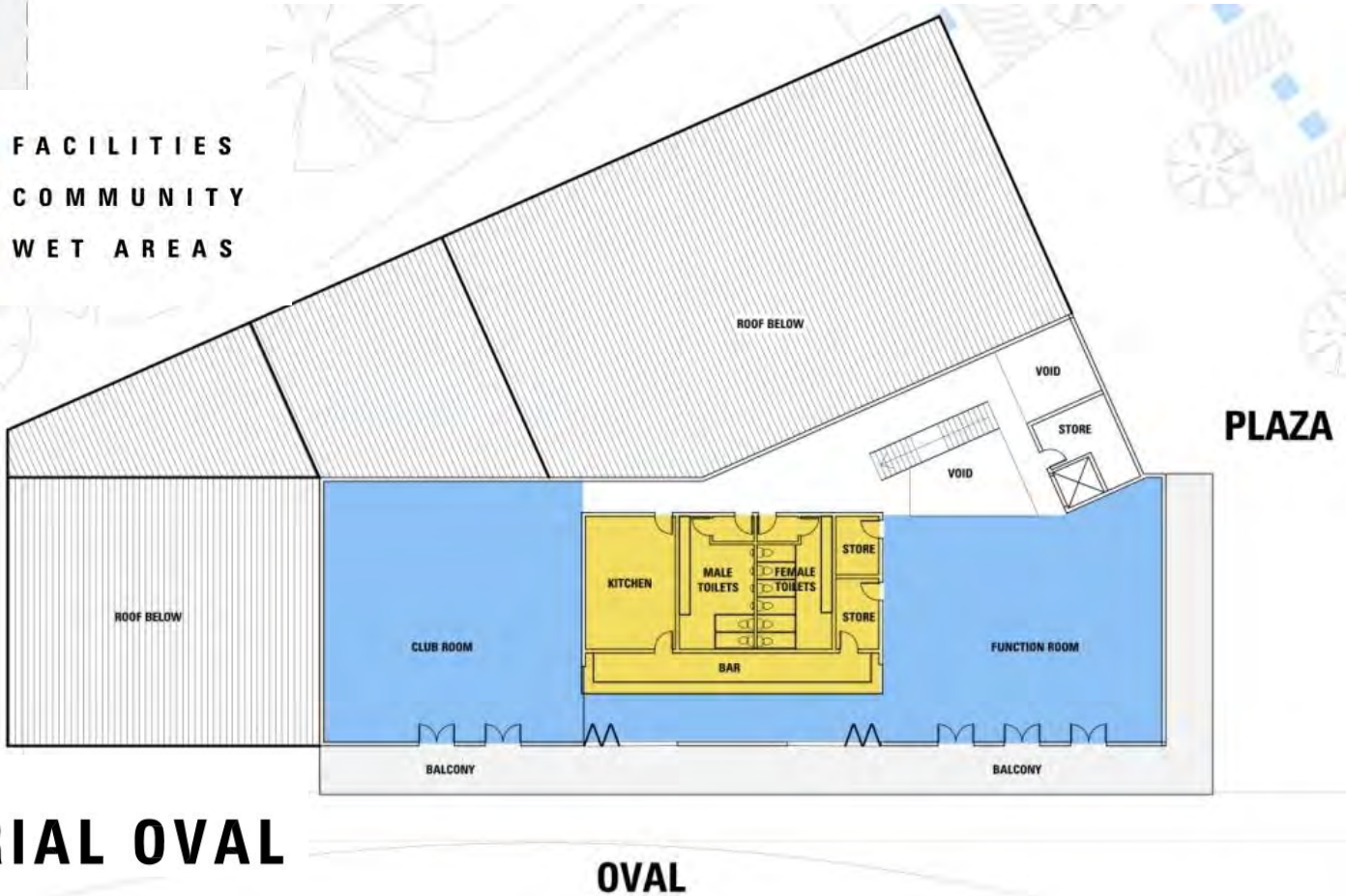


Figure 16: CMO – Conceptual First Floor Plan

## Section Seven: Cost Estimates

A high level Order of Cost Estimate has been prepared by Rider Levett Bucknall for the proposed redevelopment of the Campbelltown Memorial Oval precinct. These estimates are based on measured quantities to which rates and conditions have been applied that are applicable as at June 2014.

The estimated costs are summarised below with the following General Exclusions.

- Asbestos or other hazardous materials removal
- Reworking oval / field levels to improve site drainage
- Irrigation to ovals / fields and soil remediation
- Staging / phasing costs
- Finance, holding costs interest, legal costs and GST
- Escalation in costs beyond mid 2014

MASTER PLAN - WORKS PROGRAM	COSTS \$
<b>External Works Program</b>	
▪ Oval Works	324,800
▪ Landscaping	962,000
▪ Path Network	269,695
▪ Lighting	19,000
▪ Oval Sports Lighting	346,000
▪ Perimeter Fencing	92,500
▪ Car Parking	1,282,757
▪ Netball Courts	123,000
<b>External Works Total</b>	<b>3,419,752</b>
<b>Clubroom Building Works Total</b>	<b>6,559,020</b>
<b>TOTAL ESTIMATED COSTS</b>	<b>9,978,772</b>

In regard to the redevelopment and upgrade of the precinct, as previously stated, it is proposed that a staged approach is adopted. Development would occur over time in a staged manner that provides transitional periods for user groups that allow them to plan for changes and also provides Council with the opportunity to source funding for the project.

With respect to funding, it is expected that a number of sources will be accessed to provide the resources required to support the development. These would include State and Federal Government grants programs, user group contributions (potentially similar to the development of the netball courts on Neil Dansie Reserve) and Council funds.



## Section Eight: Management Options

A key consideration in redeveloping the precinct is how the facilities will be managed to ensure optimal use and equity for the user groups and accountability for Council.

This report does not aim to identify which management model will be implemented, rather it provides discussion on the tenancy options to assist in determining the most appropriate approach. A number of key principles need to be considered to provide the most workable and manageable outcome. These include:

- The facility should be managed in the most efficient and effective manner for the user groups and Council
- Clubs need to benefit from the management model implemented in relation to their finances and function
- The model should ensure that community based users groups can focus on developing their activities rather than spending non-productive time administering and managing facilities.

In determining which approach is most appropriate, consideration to a number of points can assist in determining which management option is chosen. These include:

- Will there be management agreements with individual clubs?
- Will the community facility have separate or joint management arrangements, i.e. under one contract?
- How will clubs retain their identity and remain viable?

### 8.1 Tenancy Agreement Options

The management arrangement for the site will need to include agreements between the user groups occupying the facility as well as the overall model.

In practical terms, there are two options available to Council for the tenancy of the site and this is based on the premise that Council will retain its standard approach to the leasing of sports precincts. It can either lease the facility to an:

- Overarching management association, or to
- One of the existing clubs currently using the site (considering seasonal usage).

Each of these options is considered below along with some information on liquor licensing aspects that have been discussed between Council's administration and the Liquor Licensing Commission of South Australia. Further to this commentary, three case studies of different approaches to tenancy have been included in Appendix E.

#### **Management Association (Committee of Management)**

This is a common model for facilities and precincts where a number of groups use playing surfaces and or venues. An independent incorporated association is developed that comprises a number of representatives with community or council representation. The key aspects of a committee of management include:

- A lease is entered between the owner and the association.
- Owners retain some control over the management of the site through the conditions of the lease - the association administers and manages the facility.

- Profits from the site are retained within the association and potentially distributed to precinct stakeholders.
- Membership comprises representatives/nominees of the key stakeholder groups and community users.
- The association may require some assistance with cash flow funding in the short term to enable it to function.
- Some associations employ professional contract managers or groups to oversee their day-to-day management.
- A chairperson is either voted in at an AGM or selected from committee members – dependent on the constitution
- Committee required to report to the Council on a regular basis as per the terms of the tenancy agreement
- Committee generally run by volunteers

### **Issues**

- Lack of volunteers and skills to manage the facility
- Stakeholder agendas
- Limited independence of clubs
- Owner (Council) having little say in day to day operations

### **Lease to Anchor Tenant**

The other option open to Council is to wholly offer the management of the facility to an individual club. Effectively this passes the operational onus onto one group but also means the loss of control over the operational aspects of the facility for other stakeholders and the Council.

Opportunity does exist to have an anchor tenant model and within the lease arrangement explicitly state the intent for sub-lessees and their rights. This could include an agreed allocation of takings from income and rights for shared use of the site and facilities.

The key considerations of a lease are:

- A legal agreement between two entities, i.e. the parties must be incorporated legal entities.
- The lessee has rights over the facility for a specific time in return for rent (consistent with Council's fees and charges policy).
- The owner (and other interested parties) have no control of policy and direction and forfeit all involvement in day-to-day management except in breach of terms.
- The community lease can be up to a maximum of 21 years but is normally for five-year periods plus options.
- It is difficult for the lessor to withdraw from a lease without the approval of the lessee. Within the terms of the lease, the lessee has the freedom to manage the facility as they wish.
- Once the lease has been signed, the terms cannot be changed without the consent of both parties except where expressly stated in the terms.

### **Issues**

- Council and other stakeholders have little influence on the policy and direction on how the facility operates
- Lessee interests and direction may not suit all community users
- Possible access and equity issues for community users

## **8.2 Liquor Licensing Considerations**

At present, liquor licences are held by the Campbelltown Sports Club for the Campbelltown Sports and Community Club building, and by the East Torrens Cricket Club for use within its clubrooms. Each licence is for 12 months of the year. When considering the most appropriate tenancy model for the facility, the liquor licensing situation of each of club on site needs to be considered.

In researching this aspect of management, Council staff have had discussions with the Liquor Licensing Commission of SA who have provided the following information.

### **One Licence**

Merging to one licence is the most straightforward approach from the Liquor Licensing Commission's perspective and there would be some costs associated with this change.

This approach might be in the form of a new association applying for a licence or one of the existing clubs relinquishing its licence and the other club retaining it and using it for the new facility.

### **Retaining Individual Club Licences with Reduced Times**

The two existing licensed clubs can retain their individual licences within the one facility by reducing the licence time from year-round to six months of the year. The clubs would need to negotiate the months of the year they are licensed (potentially the Cricket Club during summer season and the Sports Club in winter season).

If there are special events outside of the months of their own licence, they would be required to apply for a one-off licence and the other club would have to agree to surrender its licence for that single day.

### **Retaining Individual Club Licences with Existing Times**

It is possible for each club to retain its licence for the whole year if there were two bars in the building and there was a clear demarcation and definition of serving zones. For example, there may be one bar on the ground floor and another on the first floor.

Essentially the Liquor Licensing Act (Plurality of License, Section 48), states that it is not permissible to have two licences covering an entire building with both operating at the same time within the same area. You can however have two licences operating in the same building within different, well defined areas.

Given that the proposed building layout provides only one bar (and it is not financially realistic or economically sustainable to provide anymore than one bar), this option is not practical.

## **8.3 Tenancy Overview**

The matters negotiated by all groups must be documented so that all parties understand their roles, obligations and rights in regard to the shared facilities. The written agreement should include:

- A statement of the aims and objectives of the facility;
- Management and organisational arrangements during the operation of the facility;
- Financial arrangements for ascribing capital and recurrent costs;
- Arrangements for the distribution and application of income;
- Delineation of any exclusive use requirements;
- Determination of rights of access to the facility and/or portions of the facility;
- Dispute resolution procedures; and,
- Re-negotiation and termination arrangements.

The challenges from here will be to ensure that a tenancy model is developed that provides and supports:

- Shared dialogue, ownership and coordination of new or proposed assets
- Club identity is maintained
- Fair representation and views of all stakeholders



- Appropriate remuneration to clubs
- Options for liquor licence and profits addressed
- Inclusion in the decision making process
- Alleviates administrative onus on clubs and
- Optimises community use and access of the facility and site

It is suggested that once the master plan has been refined and developed that a Reference Group is developed and clear terms of reference established to oversee and work towards the:

- Management options and models
- Programming and coordination of the site and its facilities.

# Appendices

Appendix A	Precinct Traffic Report
Appendix B	Trees Identified for Potential Removal
Appendix C	World War II Memorial Concepts
Appendix D	Management Arrangements - Case Studies
Appendix E	Previous Site Survey

### Appendix A: Precinct Traffic Report

#### Background

The proposed redevelopment of the Campbelltown Memorial Oval entails the upgrade and consolidation of existing facilities into fewer and more modern facilities for sports clubs and community usage. Access points are likely to be consolidated via Crowle Road and Darley Road, with consideration to be given as to whether an upgrade of the Crowle Road/Darley Road intersection will be required. Pedestrian and cyclist arrangements are also to be improved, with the provision for a shared path link from the Linear Park to the north through the site to connect Darley Road and Lower North East Road.

#### 1 Existing Conditions

##### 1.1 Subject Site

The Campbelltown Memorial Oval is located on the corner of Lower North East Road and Darley Road. To the north of the site, there is a church and a school. To the east of the site are residential properties. To the south and west of the site, there are also residential properties; however, these are separated by Lower North East Road and Darley Road. The site currently has four access points:

- i. Left in and left out access to Lower North East Road, providing linkage to the back of netball facilities, martial arts facility and cricket nets, however this route is generally closed except for major events.
- ii. Full turn movement access to Darley Road via Crowle Road, providing linkage to the martial arts facility, netball facilities, cricket nets and the eastern end of the oval
- iii. Full turn movement access to Darley Road, providing linkage to eastern end of oval
- iv. Left in and left out access to Darley Road, providing linkage to eastern end of oval

The location of the subject site and its surrounding environs is illustrated in Figure 1.



Figure 1: Subject Site and Environs

##### 1.2 Road Network

###### Darley Road

Darley Road is under the care, control and management of the Department for Planning, Transport and Infrastructure (DPTI). It is a two way road, which functions as a main arterial road and is aligned in a north-west to south-east direction. It is a dual carriageway configured with 3 lanes in each direction and a median. Kerbside parking is not permitted on the eastbound approach within the vicinity of the site. Kerbside parking is permitted on the westbound approach.

###### Lower North East Road

Lower North East Road is under the care, control and management of DPTI. It is a two way road, which functions as a main arterial road and is aligned in a south-west to north-east direction. It is a dual carriageway configured with 4-lanes and a median. Kerbside parking on the northbound approach is permitted, with the exception of the afternoon peak period from 4:00pm-6:00pm. Kerbside parking on the southbound approach is not permitted between 7:00am-7:00pm.



### Crowle Road

Crowle Road is a local road which is under the control of Campbelltown City Council. It is a two way road and is aligned in an east to west direction. It is configured with two lanes approximately 8.5m wide. Kerbside parking is not currently permitted on either side of the road although GTA understands that arrangements are being made to enable school drop-off and pick-up to take place on Crowle Road.

### 1.3 Accident Statistics

GTA has obtained crash data from DPTI for Darley Road from the Crowle Road intersection to the Leewood Road intersection. The crash data indicates a total of 28 crashes were recorded within this section of Darley Road intersection over the six year period from 2008 to 2013. Of these crashes, 9 resulted in casualties. 17 of the crashes were identified related to the Crowle Road and Darley Road intersection, with 4 of these crashes resulting in injuries. Key points to be noted from the recorded crashes are as follows.

- 10 of the crashes at the Darley Road and Crowle Road intersection were caused by right turn movements in to Crowle Road. Two of these crashes resulted in casualties.
- 4 crashes were caused by rear end collisions southbound on Darley Road in the vicinity of Crowle Road, primarily caused by driver inattention. Two of these crashes resulted in casualties.
- 1 crash was caused by a rear end collision in the left turn lane out of Crowle Road due to inattentive driving.
- 1 crash was caused by a vehicle u-turning through the median strip at Crowle Road to travel southbound on Darley Road.
- 2 crashes involved a vehicle/pedestrian collision between Crowle Road and Leewood Road, both resulting in casualties. A further pedestrian injury collision occurred just to the south of the southernmost Campbelltown Oval access
- 5 further crashes occurred on Darley Road between Leewood Road and Crowle Road, 3 in the southbound direction and 4 in the northbound direction.

- 4 crashes were recorded at the Leewood Road intersection, of which 3 appear to relate to vehicles accessing the Campbelltown Memorial Oval (2 entering and 1 leaving).

The crashes recorded over the assessment period, particularly at the Crowle Road and Darley Road intersection are at a level where the intersection would appear to warrant consideration of an upgrade in relation to black spot remediation. It should be noted that of the 17 crashes at the intersection, 14 have occurred since 2011.

### 1.4 Traffic Volumes

GTA Consultants collected existing traffic volume data during the PM peak period on Tuesday 25 February 2014 at the following key locations:

- Crowle Road inbound and outbound movements from Church, Martial Arts Facility and Campbelltown Oval;
- Campbelltown Memorial Oval Northern Access/Darley Road;
- Campbelltown Memorial Oval Southern Access/Darley Road.

The surveys from 3:00pm to 6:00pm included the time period to assess school related traffic. Based on onsite observation, there was no conflict between school traffic and Campbelltown Oval traffic. Turning movements at both the Campbelltown Memorial Oval accesses on to Darley Road were very low volume. Figure 2 illustrates the traffic movements on Crowle Road between 5:00pm and 6:00pm.

Consideration was taken in regards to the accesses to the Martial Arts Facility and Paradise Influencers Church. As the focus of the traffic surveys was on the traffic accessing the facilities in and around the Oval, turning movements were not recorded at the Crowle Road/Darley Road intersection. For this initial assessment the following assumptions have been made;

- 50%-50% inbound split into Crowle Road (i.e. 50% left turn in, 50% right turn in);
- 50%-50% outbound split onto Darley Road (i.e. 50% left turn out, 50% right turn out);

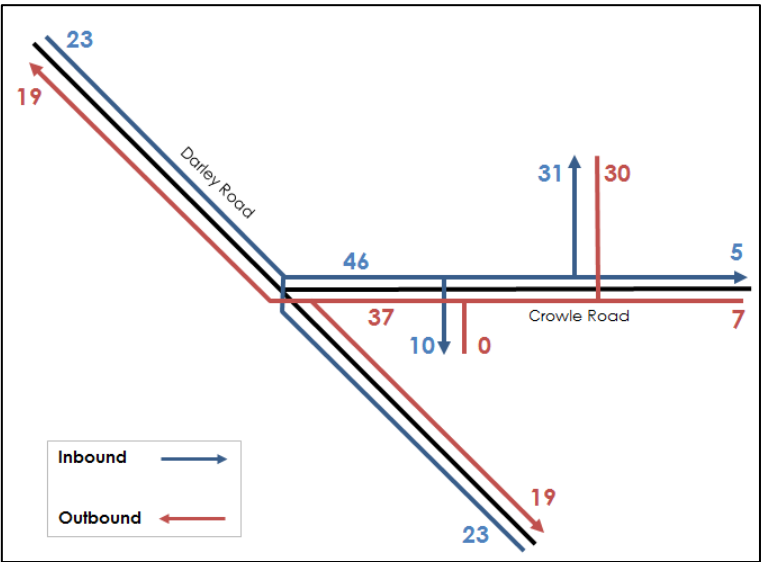


Figure 2: Existing Conditions – Total Traffic (PM Peak)

2 Parking Analysis

The parking demand assessment has been based on the known levels of usage and time periods when the various clubs use the Oval.

2.1 Sporting Facilities

Cricket

The cricket season runs during summer from mid-September until late-March. Training occurs on Monday-Thursday from 5:00pm until as late as 9:00pm. Some participants included in the totals may not arrive until 7pm.

Netball

The netball season runs throughout the year. More participants undertake training during the winter season from April until September. Training during the winter commences at 6:00pm and concludes at 9:00pm from Monday-Thursday. During summer, training runs on Monday-Wednesday from 7:30pm-9:00pm.

Martial Arts

The Martial Arts facility operates throughout the year on Tuesday and Wednesday between 6:00pm and 8:00pm.

Football

The football season runs during winter from April until September. Training occurs on Tuesday and Thursday from 6:00pm-8:00pm.

A participant schedule was prepared by GTA outlining the number of participants using the facilities during summer and winter. These numbers include estimates for athletes, coaches and team staff. The results are provided in Tables 1 and 2 respectively.

Sport		Monday	Tuesday	Wednesday	Thursday
Football					
Cricket		12	60	50	115
Netball	Junior		40	80	
	Senior	40	40	40	
Martial Arts			15	15	
Total		52	155	185	115

Table 1: Number of Participants – Summer Season

Sport		Monday	Tuesday	Wednesday	Thursday
Football			80		80
Cricket					
Netball	Junior		110		60
	Senior	40	40	40	
Martial Arts			15	15	
Total		40	245	55	140

Table 2: Number of Participants – Winter Season

Based on Tables 1 and 2

the following conclusions were made:

- In summer, the subject site has the highest level of activity on a Wednesday night, generating 185 participants with cricket, junior & senior netball and martial arts taking place.
- In winter, the subject site has the highest level of activity on a Tuesday night, generating 245 participants with football, junior and senior netball and martial arts taking place. This represents the overall highest level of activity.

## 2.2 Parking Generation

GTA has prepared a parking generation for the subject site in summer and winter based on the following assumptions with Tables 3 and 4 showing the parking generation during summer and winter seasons.

- 80% of football and cricket participants use the carpark with the remaining 20% walking, cycling or car sharing.
- 40% of junior netballers use the carpark (self-driven or parent remains on site) with 20% walking, cycling or car sharing. The remaining 40% of participants are assumed to be dropped off at training and picked-up at the end and do not utilise the parking facility.
- 80% of senior netballers use the carpark with the remaining 20% walking, cycling or car sharing.
- 66% of martial arts participants use the carpark, with the remaining 34% walking, cycling or car sharing. This was based on observations of current travel patterns during the traffic surveys.

Sport		Monday	Tuesday	Wednesday	Thursday
Football					
Cricket		10	48	40	92
Netball	Junior		16	32	
	Senior	32	32	32	
Martial Arts			10	10	
Total		42	106	114	92

**Table 3:** Parking Generation – Summer Season

Sport		Monday	Tuesday	Wednesday	Thursday
Football			64		64
Cricket					
Netball	Junior		44		24
	Senior	32	32	32	
Martial Arts			10	10	
Total		32	150	42	88

**Table 4:** Parking Generation – Winter Season

Based on Table 3 and 4 the following conclusions were made;

- During summer, Wednesday night yields the highest parking generation, with 114 parks. During winter, Tuesday night yields the highest parking generation with 150 parks.

## 3 Traffic Generation

A traffic generation assessment has been prepared for the traffic arrival profile for the Oval activities based on the use assumptions previously discussed. The arrival profile will largely take place during the network peak period and is therefore considered as the worst case period. The only departure traffic volumes included are those associated with drop-off. The main departures from the sports activities would take place later in the evening when traffic volumes on Darley Road would be expected to be significantly lower. The assessment for the summer season and winter season is shown in Tables 5 and 6 respectively.

Sport		Monday	Tuesday	Wednesday	Thursday
Football					
Cricket		10	48	40	92
Netball	Junior		32	64	
	Senior	32	32	32	
Martial Arts			10	10	
Total		42	122	146	92

**Table 5:** Traffic Arrival Volumes – Summer Season

Sport		Monday	Tuesday	Wednesday	Thursday
Football			64		64
Cricket					
Netball	Junior	0	88	0	48
	Senior	32	32	32	0
Martial Arts			10	10	
Total		32	194	42	112

**Table 6:** Traffic Arrival Volumes – Winter Season



Based on Tables 5 and 6, the following conclusions were made;

- Wednesday night will attract the highest traffic generation (146 movements) during the summer season. Nonetheless, movements are expected to be spread out between 5:00 and 7:30 based on separate start and finish times for cricket, martial arts and netball.
- Tuesday night will attract the highest traffic generation (190 movements) during the winter season. Training sessions for football, netball and martial arts all commence at 6:00pm indicating arrival patterns will be concentrated around this time.

Further assessment has considered the Winter Season as the worst case as a result of the higher and more concentrated development traffic volume at the Crowle Road/Darley Road Intersection.

Accordingly, a traffic generation schedule was prepared for the winter season in 15 minute increments. The following assumptions were made:

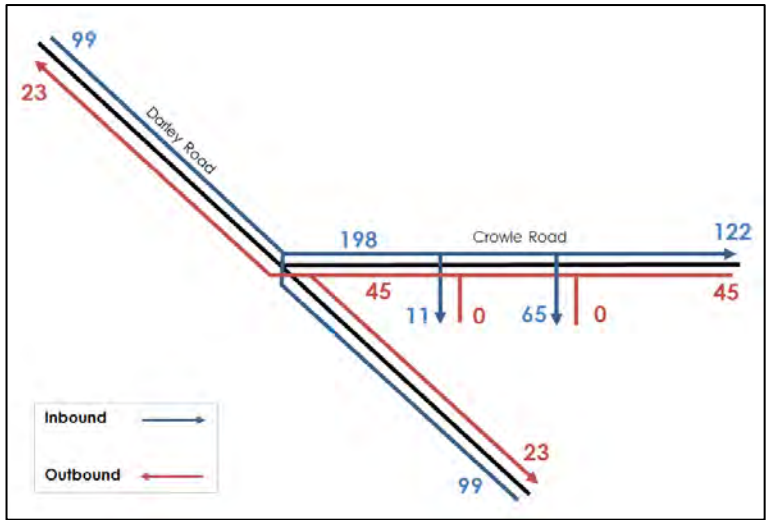
- 15% of arrivals are expected between 5:30pm and 5:45pm
- 75% of arrivals are expected between 5:45pm and 6:00pm
- 10% of arrivals are expected between 6:00pm and 6:15pm
- Drop-off departures would occur in the same proportions within each 15 minute time period.

Accordingly, Table 7 shows the traffic generation during winter on the Crowle Road/Darley Road intersection between 5:30 and 6:15.

Time	Football	Netball		Martial Arts	Total	
	Inbound	Inbound	Outbound	Inbound	Inbound	Outbound
5:30pm-5:45pm	10	19	7	2	31	7
5:45pm-6:00pm	48	90	33	8	146	33
6:00pm-6:15pm	7	13	5	1	21	5
TOTAL	65	122	45	11	198	45

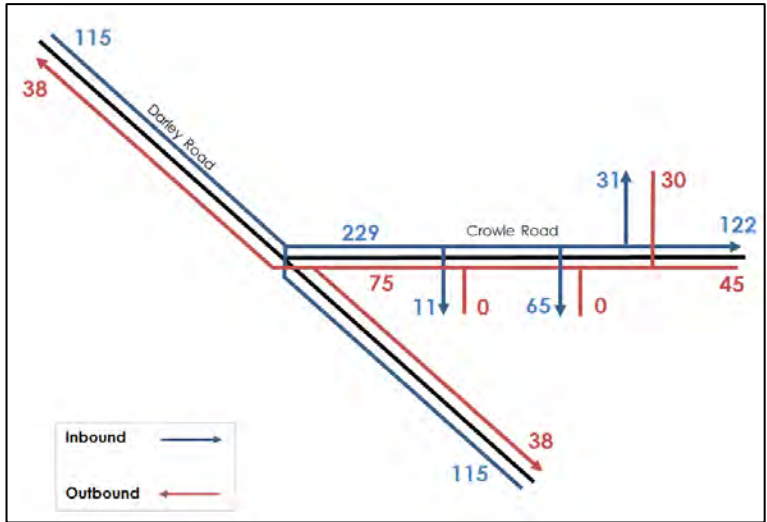
**Table 7:** Traffic Generation Schedule

Based on the results summarised in Table 7, Figure 3 illustrates the distribution of the development traffic.



**Figure 3:** Post Development Conditions – Development Traffic (PM Peak)

Combining the anticipated future development traffic with existing volumes for Darley Road indicate the following traffic volumes shown in



**Figure 4:** Post Development Conditions – Total Traffic (PM Peak).

## 4 Intersection Analysis

### 4.1 Existing Conditions

GTA undertook a modelling assessment of the Crowle Road/Darley Road intersection for the PM Peak Hour for existing conditions. The results are summarised in Table 8.

Approach Direction	Movement	Level of Service (LOS)*	Average Delay (secs)	95 <sup>th</sup> Percentile Queue (metres)**
Darley Road South East	Straight ahead	A	0.0	0.0
	Right turn	F	74.7	6.9
Crowle Road East	Left turn	C	34.5	3.1
	Right turn	F	93.0	8.5
Darley Road North West	Left turn	A	6.6	0.0
	Straight ahead	A	0.0	0.0

**Table 8:** Crowle Road/Darley Road Intersection – Existing Conditions

Notes:

\*Level of Service is an overall indicator of the operational conditions of each approach taking account of speed, delay and travel time where LOS A would indicate few delays and LOS F would indicate a heavily congested approach with significant delays.

\*\*95<sup>th</sup> percentile queue length is a measure of the vehicle queue that would only be exceeded for 5% of the modelled time period.

The following comments can be drawn based on the above traffic modelling results;

- Right turn into Crowle Road experiences long delays operating at a LOS of F. The average delay is 74.7s, which corresponds to a 95<sup>th</sup> percentile queue of 6.9m.

- Right turn movements out of Crowle Road experience long delays operating at a LOS of F. The average delay is 93s, which corresponds to a 95<sup>th</sup> percentile queue of 8.5m.

### 4.2 Post Development

A subsequent intersection model was produced under post development conditions during the winter season for the PM peak hour. The model was produced based on existing and development traffic illustrated in Table 8. The following assumptions were made;

- Existing traffic observed entering and exiting Paradise Influencers Church during the traffic survey was added to the network.
- Traffic observed entering the martial arts facility was not added to the network, as this was assumed to be inclusive of the traffic generation model.
- Traffic observed entering and exiting the rear of the Campbelltown Memorial Oval was not added to the network, as this was assumed to be inclusive in the traffic generation model.

Accordingly, GTA undertook a modelling assessment under Post Development conditions for the winter season and the results are provided in Table 9.

Approach Direction	Movement	Level of Service (LOS)*	Average Delay (secs)	95 <sup>th</sup> Percentile Queue (metres)*
Darley Road South East	Straight ahead	A	0.0	0.0
	Right turn	F	339.7	89.5
Crowle Road East	Left turn	C	39.1	6.7
	Right turn	F	136.3	20.8
Darley Road North West	Left turn	A	6.6	0.0
	Straight ahead	A	0.0	0.0

**Table 9:** Crowle Road/Darley Road Intersection – Post Development Conditions

The following comments are based on the above modelling results;

- Right turn movements into Crowle Road would experience lengthy delays and long queue lengths operating at a LOS of F. The average delay would be 339.7s with a corresponding 95<sup>th</sup> percentile queue of 89.5m, which extends beyond the length of the storage lane.
- Right turn movements out of Crowle Road experience long delays and queues operating at a LOS of F. The average delay is 136.3s with a corresponding 95<sup>th</sup> percentile queue of 20.8m. The anticipated volume exceeds the capacity of the lane.

The above analysis of the Crowle Road/Darley Road intersection is based on existing traffic surveys and empirical data for oval use provided. This does not therefore take account of the following which may result in a higher traffic generation post development.

- Redeveloped facilities attract more participants and spectators;
- Additional clubs are able to use of the facilities at the same time; and
- The facilities are also capable of being utilized for community events during the evenings.

Based on the above, the LOS of the existing Crowle Road/Darley Road intersection could be anticipated to worsen.

### 4.3 Provision of Signalised Intersection Crowle Road/Darley Road Signalisation Option

As part of the assessment of access options, GTA has considered the option of developing a three way traffic signal at the Crowle Road/Darley Road Intersection. GTA has investigated the warrant considerations for the provision of signals based on the Austroads Guide to Traffic Management (AGTM) Part 6 – Intersections, Interchanges and Crossings. The following commentaries are reproduced from Table 2.4 of that document.

- The following guidelines indicate those circumstances where signals could be of significant benefit. The terms 'major' and 'minor' are used

respectively to indicate the roads carrying the larger and smaller traffic volume:

- **Traffic volume:** Where the volume of traffic is the principal reason for providing a control device, traffic signals may be considered, subject to detailed analysis when the major road carries at least 600 vehicles/hour (two way) and the minor road concurrently carries at least 200 vehicles/hour (highest approach volume) on one approach over any 4 hours of an average day.
- **Continuous traffic:** Where traffic on the major road is sufficient to cause undue delay or hazard for traffic on a minor road, traffic signals may be considered when the major road carries at least 900 vehicles/hour (two way) and the minor road concurrently carries at least 100 vehicles/hour (highest approach volume) on one approach, over any 4 hours of an average day. This warrant applies provided that the installation would not disrupt progressive traffic flow, and that no alternative and reasonably accessible signalised intersection is present on the major road.

Darley Road exceeds 600 and 900 vehicles per hour identified in a and b respectively. Furthermore, Crowle Road is anticipated to support 333 vehicle two way movements during the winter season in the PM peak hour period and would be expected to be above 100 vehicles for at least 3 other hours due to school, Oval and Church traffic, suggesting that at least criterion b above is likely to be satisfied.

- c. **Pedestrian safety:** To help pedestrians cross a road in safety, signals may be considered when over any four hours of an average day, the major road carries 600 vehicles/hour (two-way), or where there is a central pedestrian refuge at least 1.2 m wide, the major road flow exceeds 1000 vehicles/hour, and 150 pedestrians per hour or more cross the major road.



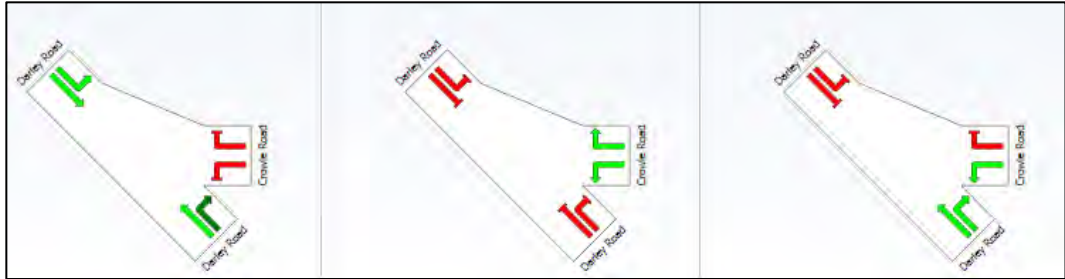
It is anticipated that some pedestrians would access the sports facility from the local residential areas and the Paradise O-Bahn Interchange, which would necessitate a crossing of Darley Road. There is also likely to be some local residential access to the church. As noted below there is a record of pedestrian crashes occurring on this section of Darley Road.

- d. **Crashes:** Where the intersection has an average of three or more reported casualty crashes per year over a three year period where the accidents could have been prevented by traffic signals, and traffic flows are at least 80% of the volume warrants given in (a) and (b).

17 crashes were recorded over a 6 year period at the Crowle Road/Darley Road intersection between 2008 and 2013, of which 14 occurred in the 3 year period 2011-2013, satisfying the above criterion. A further two pedestrian crashes were recorded in close proximity to the Crowle Road intersection, indicating difficulties for pedestrians needing to cross the road in this location.

On the basis of the above analysis, GTA considers that there is likely to be a warrant for an upgrade of the intersection at Crowle Road/Darley Road through the provision of traffic signals.

In accordance, GTA undertook a modelling assessment for the Crowle Road/Darley Road Intersection under Post Development conditions using a three-cycle phase signalisation shown in Figure 5. Results are shown below.



**Figure 5:** Signalised Intersection – 3 Phase Cycle

Approach Direction	Movement	Level of Service (LOS)	Average Delay (secs)	95 <sup>th</sup> Percentile Queue (metres)
Darley Road South East	Straight ahead	A	2.0	45.5
	Right turn	B	17.9	23.9
Crowle Road East	Left turn	D	48.6	13.1
	Right turn	E	69.6	17.1
Darley Road North West	Left turn	B	16.5	55.4
	Straight ahead	A	10.4	164.4

**Table 10:** Crowle Road/Darley Road Signalised Intersection – Post Development Conditions / \*For notes see references under Table 8

The following is based on the modelling results above;

- Right turn movements into Crowle Road are significantly improved operating at a LOS of B. The average delay is significantly shorter at 16.9s with a corresponding 95<sup>th</sup> percentile queue of 23.9m, which can satisfactorily store in the right turn storage lane.
- Right turn movement out of Crowle Road is improved operating at a LOS of E. Whilst queue lengths and delays would remain reasonably long, it would represent a significant improvement.
- Left turn movements out of Crowle Road would operate at a slightly reduced efficiency at a LOS of D. Notwithstanding this, the level of operation remains satisfactory.

**5 Access Road**

The proposed access road along Crowle Road generally provides a suitable access route to the proposed upgraded Oval facilities. However, there is a current section of Crowle Road, adjacent to the school car park that provides only single lane width. This currently serves approximately 125 car parks and is understood to create some conflict issues during peak periods, primarily Football finals. The access road to the netball facilities and cricket nets north of the oval is shown in Figure 6.



Figure 6: Access to Cricket Nets and Netball Facilities

An assessment of the issues relating to this and the proposed site and car parking layout has therefore been undertaken.

Conflict Analysis: Existing Conditions

A conflict analysis was undertaken for the 50m long access assuming a 15km/h vehicle speed through the point of conflict. The conflict analysis was performed for the busiest day and hour during the summer season and the winter season under existing conditions. The traffic movements are shown in Table 11, which is based on the traffic generation rates discussed previously.

	Summer – Wednesday – 7pm-8pm		Winter – Tuesday – 5pm-6pm	
	Inbound	Outbound	Inbound	Outbound
Cricket Parking		40		
Junior Netball Parking	32		44	
Junior Netball Drop Off/Pick-up	32	32	44	44
Senior Netball Parking	32		32	
Total	96	72	120	44

Table 11: Access Movements (Existing Conditions)

During the summer season the largest volume would be on Wednesdays between 7:00pm and 8:00pm, with arriving netballers and departing cricket participants. The inbound and outbound movements in this time period would be 96 and 72 vehicles respectively. The probability of inbound/ outbound conflict was calculated at 5.84% or the equivalent of 1 in 17 vehicles conflicting.

During the winter season the largest volume would be on Tuesdays between 5:00pm and 6:00pm, with arriving netball participants including associated drop offs. The inbound and outbound movements in this time period would be 120 and 44 vehicles respectively. The probability of inbound/ outbound conflict was calculated at 4.50% or the equivalent of 1 in 22 vehicles conflicting.

Conflict Analysis: Post Development Conditions

The probability of conflict was also undertaken to account for summer and winter season movements under the proposed parking provision. It was assumed that 20 vehicles would use the parking facilities adjacent the netball and cricket facilities, while the remaining participants would utilise the parking facilities adjacent Campbelltown Memorial Oval. It was still assumed that drop off vehicles would continue to use the access route. The traffic movements are shown in Table 12.

	Summer – Wednesday – 7pm-8pm		Winter – Tuesday – 5pm-6pm	
	Inbound	Outbound	Inbound	Outbound
Cricket Parking		20		
Junior Netball parking	10		10	
Junior Netball Drop Off	32	32	44	44
Senior Netball Parking	10		10	
Total	52	52	64	44

Table 12: Access Movements (Post Development Conditions)

Assuming inbound and outbound movements of 52 vehicles in the summer peak period, the probability of conflict is 2.53% or the equivalent of 1 in 39 vehicles, which is lower than existing conditions. During the winter season the inbound and outbound movements would be 64 vehicles and 44 vehicles respectively. The probability of conflict is 2.62% or the equivalent of 1 in 38 vehicles, which is lower than existing conditions.

With appropriate parking management GTA considers that the current access to the netball/cricket facility would be satisfactory as the sight distance is adequate, the vehicle speeds would be low and the resulting probability of conflict is low.

### 6 Pedestrian and Cyclist Access

#### 6.1 Shared Path Routes

The precinct currently provides pedestrian access via footpaths on Darley Road and Lower North East Road adjacent to the site and indirect routes from the River Torrens Linear Park adjacent to the school and via Elsinore Drive. There is no specific bicycle access or any formal bicycle parking provided on site. Time limited peak period bike lanes are available from immediately east of the site access on Lower North East Road. As part of the upgrade, direct shared path links are to be provided to the Linear Park as well as opportunities to improve the pedestrian and cycle access from the local area. Two options have been considered for the shared path route from the Linear Park as follows.

- To the west of the cricket nets and then between the netball courts and the rear of the church car park and school. This would require new construction from the Linear Park from the existing path to the North West corner of the cricket nets and upgrade of an unsealed path from the cricket nets to the school car park.
- To the east of the cricket nets alongside Elsinore Drive, providing an access on to the Oval at a point to the south of the Netball courts. This would require widening of the existing path from Linear Park to Elsinore Drive and construction of a new path alongside Elsinore Drive and then within the Oval grounds as part of the upgrade scheme.

In both cases, the proposed shared path would provide a link to Lower North East Road in the vicinity of the existing access gate and to Darley Road alongside Crowle Road.

Whilst the first option would provide a more direct route in to the centre of the Oval grounds, overall, GTA considers that the second option would provide the preferred option for the following reasons:

- There would be less new or reconstruction of shared path required and hence less impact on the Linear Park.
- It is understood that concerns have been raised by the school regarding a public access path immediately adjacent to the school, which would occur under the first option.
- There would be less risk of conflict between pedestrians crossing the path between the school and netball courts and cyclists using the shared path.
- Grades on option two would be easier to manage, with a direct path on option 1 unlikely to provide DDA compliant grades.
- The shared path would be less impacted when major events are taking place on the Oval.

Notwithstanding the above comments, the following issues will require further assessment at the next stage:

- Gradient of shared path alongside Elsinore Drive for DDA compliance;
- Potential impact on trees along Elsinore Drive;
- Provision of lighting along Elsinore Drive route and impact on local residents
- Access details from Elsinore Drive on to the Oval.
- Details of route along Crowle Road and opportunities for intersection and pedestrian facilities upgrade at Darley Road.
- Continuity opportunities for pedestrian and cyclist routes across and along Darley Road, across Lower North East Road and for connection and upgrade of existing Lower North East Road bike lanes.



### 6.2 Bicycle End of Trip Facilities

In addition to the route upgrades, it is recommended that the proposed facility provides formal bike parking. As the majority of the use will be short term visitor parking, it is considered that standard bike hoops should provide suitable facilities, although it is recommended that they should be covered where possible. This cover could include being under a building roof overhang, which would enable the bike parking to be provided in a convenient location to the building entrances, where natural surveillance is possible.

There is no specific guidance for bicycle parking for a facility such as the Oval in either the Campbelltown Development Plan or Planning SA guidelines.

Campbelltown Development Plan identifies a required provision of 1 bicycle park per 100 sqm. Planning SA identifies three land uses that would have some similarity to the Oval and these are noted below:

- Community Centre 1 space per 1500 sqm gfa for staff and 2 plus 1 per 1500 sqm gfa for visitors. This would result in a requirement for 6 bike parking spaces.
- Indoor Recreation Facility 1 space per 4 employees and 1 space per 200 sqm gfa for visitors. This would result in a requirement for 11 bike parking spaces assuming the equivalent of less than 8 employees.
- Major Sports Ground 1 space per 1500 spectator places for staff and 1 space per 250 spectator places for spectators. This would be expected to result in a requirement for around 3 bike parking spaces.

When considering the proposed building area of approximately 1,800 sqm, the above rates would generate a requirement between 3 and 11 bicycle parking spaces. GTA considers that this provision would be low in relation to the proximity to the Linear Park and seeking to encourage increases in cycling. An initial provision of around 20 bike parking spaces (10 racks) is recommended with locations identified for further provision should the demand for bike parking regularly exceed the supply.

### 7 Summary and Conclusions

Based on the analysis and discussion in the report, the following conclusions are made:

- The proposed development seeks to upgrade the facilities at Campbelltown Oval to provide a new consolidated building accommodating the sports clubs and community uses.
- Analysis of the existing use indicates that the winter season will generate a higher and more concentrated parking demand and trip generation during the PM Peak Period.
- The analysis indicates that peak training nights would be expected to require approximately 150 car parks and generate approximately 194 traffic movements in the PM peak hour.
- The current Crowle Road/Darley Road intersection is estimated to suffer from existing queues and delays and also has an adverse crash history with 17 crashes recorded between 2008 and 2013.
- SIDRA analysis indicates that right turn movements in and out of Crowle Road will have long queues and delays and this could be expected to increase if the new facilities attract increased levels of usage.
- GTA recommends that an upgrade of the intersection is likely to be required and that this is most likely to take the form of signalisation of the intersection, which will improve the LOS of the right turn movements and the safety of the intersection.
- The existing single lane section of Crowle Road adjacent to the school car park would operate satisfactorily with the proposed reduced levels of parking to the east of the Oval, showing reduced conflict probability from existing conditions.
- The proposed arrangements for shared path access to and through the Oval would provide improved pedestrian and cycle access for community and sports club use.

## Appendix B: Trees Identified for Potential Removal

Trees in the Western Car Park



**Figure 17:** Looking to the north east

Trees at end of Laneway by Netball Courts



**Figure 18:** Looking to the south west



**Figure 19:** Looking to the south east



**Figure 20:** Looking to the east



Tree by Change Rooms in Eastern Car Park



Figure 21: Looking to the south east

Trees in Southern Mound



Figure 22: Looking to the south east



Figure 23: Looking to the south west



Appendix C: World War II Memorial Concept



Council Endorsed Option



## Appendix D: Management Arrangements - Case Studies

### Study 1 - Cove Sports and Community Club

Cove Sports and Community Club was established in 1986 as an overarching body to manage the major sporting and community facility for Hallett Cove and surrounding suburbs. Since that time the area has expanded significantly in both housing and infrastructure development. The facility is recognised by the City of Marion as a major sporting and community hub for this demographic area and as such Council is supportive of working with the management of the club to ensure provision of quality sporting and community experiences for the residents of Hallett Cove and nearby districts.

The Cove Sports and Community Club features a facility which caters for a number of sporting and community activities. Currently those sports are Australian Rules Football, Netball (2 clubs), Cricket, Soccer, and BMX. The management of the club is looking to expand the range of sports that use the facility and as such are developing future plans to accommodate this interest.

There are currently two membership options in place with the Football, Soccer and Cricket clubs offered affiliate membership and the two netball clubs and the BMX club offered sub licenses.

The club has faced difficult times in past years as there have been some issues with the management of the facility which has necessitated Council reviewing the operations and affairs of the Club.

A new Board of Management was established in February 2007 and a new 5 year license was negotiated. The management structure for the Board comprises a president, secretary and treasurer and delegates made up of representatives from the affiliated clubs (Football, Soccer and Cricket)

Management has worked very hard to make the club financially stable and is looking to grow to accommodate the demands of the user groups as well as attracting new sport and community groups to join. Management recognises it must now focus on the future needs of the sporting clubs using the facility.

Current membership numbers when totalling all user groups' membership highlights that the club potentially services over 2500 members. This however is not an accurate figure as there are still some issues that need to be addressed before some user groups fully embrace the facilities and activities being offered.

The future – With almost 34% of the population in Hallett Cove under the age of 24 years there is an anticipated population growth and a significant youth demographic for the area. This coupled with already over-utilised facilities present challenges to the board and the individual sporting clubs.

Whilst the club has reasonably good facilities there is a need to upgrade to remain modern and appealing and to comply with required standards set by the Associations that control the sporting activities the member clubs participate in. The club also needs to consider what its vision is when considering the use of its facilities to accommodate both sporting and community activities so that all users are not disadvantaged.

### Study 2 - Clare Sports Club

The Clare Sports Club is a Council owned and built facility. It is the home base for the North Clare and South Clare Football Clubs both of whom are the club's major stakeholders. It has been in operation for approximately 20 years.

The club overlooks the main town oval and so is well located and serves the football clubs on both match day and training nights. This social facility is used not only by the two football clubs but other community sporting clubs for meetings, functions and other assorted events. Sports that access the facilities include Basketball, Netball, Table Tennis, Swimming, Tennis and Cricket.

The Clare Sports Club is run by a Board of seven comprising three North Clare representatives, three South Clare representatives as the major stakeholders and 1 independent member. Ultimately the Board would like to be completely made up of independent members.

The Board has been given a 5+5+5 lease on the facility.

- Each member is elected for a 3 year term.
- The football club reps are nominated by their respective clubs and elected at the AGM.
- The independent rep is also elected at the AGM after being nominated from the floor. This independent person could be from one of the football clubs but it is hoped they come from one of the other sports using the facility.
- The President/Chair of the Board is elected from within the Board members.

The two football clubs share the oval for training. Each season they alternate with their use of the oval. One season a club will have access to the oval for Tuesday and Thursday night whilst the other club uses the oval on Monday and Wednesday. Each football club has its own set of change rooms and showers.

On their particular training nights each club has access to the bar. Each club profits from meal takings on their home matches but the bar takings are kept by the Sports Club. Whilst the Sports Club operates the bar on training nights and matches the home club provides volunteers for the bar and kitchen.

Three times per year both clubs play one another so each club has one match where they take the meal profits but for the third match it is by toss of a coin at the beginning of the year as to which club gets the extra revenue that season.

At the end of the season each club may receive a dividend from the profits of the Sports Club, but this is at the discretion of the Board depending on an analysis of the profit each year. The amount of the dividend is not based on membership numbers but is generally tied to the amount of patronage that may have occurred during the year.

The Clare Sports Club employs a manager. When social functions are held for other sporting groups or community groups/individuals the profits go back to the Clare Sports Club.

The two football clubs can both see the benefits of having a shared facility although in the early days this was not necessarily the case. The Sports Club borrowed \$150,000 to outfit the kitchen.



### **Study 3 - St Albans Reserve Clearview**

This facility is located in the City of Port Adelaide Enfield and known more commonly as the Clearview Sports complex. It caters for the Clearview Tennis Club, Enfield Harriers Athletics Club and Enfield Little Athletics Club with the facility comprising of tennis courts, an oval with a grassed athletics track and a built facility with clubhouse, toilets, meeting rooms and kitchen similar to the new Angle Vale facility.

The current management of the facility is by a Management Group comprising one representative of the 3 key user groups. This management group appoints a manager to coordinate the use of the buildings including payment of rent and fees, banking and record keeping. This role is rotated with each key user group being responsible for a 12 month period.

Each user group has been allocated exclusive use for specific areas and they are responsible for the cleaning and maintenance and cost of utilities in these areas.

A separate management agreement has been established which provides the conditions of use for the key user groups. This was established in collaboration between Council and the key users.

Appendix E: Previous Site Survey

