



Lackey Park Masterplan & Regional Hub Feasibility Analysis

28 October 2020

Executive Summary



The Lackey Park Masterplan and the Lackey Park Regional Sporting Hub are strategically aligned with government objectives and will deliver significant benefits to Wingecarribee Shire Council (WSC) and the community. In this report we have provided recommendations to Council and a road map so that the council can ensure that the project delivers the maximum benefits along with a supporting case for a future funding application.

In summary, the benefits from the combined project include:

- Providing fit for purpose facilities designed to meet current and future community demand.
- Enabling increased facility utilisation
- Providing efficiencies of investment and operation
- Responding to the needs identified by the local sporting community
- Suppling additional diverse and inclusive outdoor recreation opportunities (particularly if Community Oval redevelopment is included in the project).
- Supporting female sports participation growth
- Supporting sport related tourism through events
- Direct and indirect social and economic benefits

In addition, the combined project is strongly aligned with the WSC and NSW Office of Sport strategic objectives which includes the need to develop multi-purpose sporting hubs for regional communities.

Lackey Park has been chosen to site the Sporting Hub due to its central location, easy transport links and proximity to the Basketball Stadium and SHMISC.

Significant stakeholder consultation has been undertaken; however it is recommended that active re-engagement with stakeholders is required in the lead up to any funding application. In addition an MOU should be developed with MVDBA to ensure clarity of responsibilities and expectations.

The masterplan design of Lackey Park appears to be well-considered and responds to the site context, constraints and needs of stakeholders. The only areas we recommend challenging are the size and capacity of the grandstand itself and the location of Gymnastics under the stand. In addition, services, parking and traffic should be reviewed, to minimise risk and maximise opportunities, and the cost plan should be refreshed by a QS during the next stage.

The original 2017 Otium report provides a great basis for the design of the SHMISC, however it appears that the current concept has moved away from the original briefing. We recommend a dialog with Moss Vale District Basketball Association (MVDBA) to understand the drivers for these changes and size increase. In addition, services, parking and traffic need a review and an updated cost plan should be requested from MVDBA. Finally, we recommend that WSC consider developing an MOU with MVDBA for this project, review potential operational models (including the Basketball Stadium and Lackey Park) and conduct preliminary financial modelling to understand the operating model sustainability.

The combined Sporting Hub has great potential. We recommend that a combined masterplan is developed as this will enable WSC to respond to precinct considerations, maximise opportunities for efficiencies across the site and appeal to potential government funding partners.

Finally, the roadmap provided develops an outline of how to progress towards a funding application. At a minimum we recommend that WSC consider Lackey Park as the first stage of a longer-term Regional Sporting Hub masterplan for the site for funding purposes. This will demonstrate to government a co-ordinated long-term view which maximises the overall benefits to the community and NSW over time. The project road map captures next steps and includes the recommendations made for each of the sites, along with the funding process and timing.

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**Lackey Park
Regional Sporting Hub
responds to community
needs and delivers
benefits to the whole
region**

1. Introduction

Scope

Wingecarribee Shire Council (WSC) have developed a Masterplan for Lackey Park to consolidate sporting content and provide new and improved facilities for the community. The Council have commissioned MI Associates to conduct a project feasibility, a roadmap for the next phases, and recommendations to council. This report focuses on Lackey Park, but also considers the synergies with the Moss Vale and District Basketball Association (MVDBA) proposal for a new indoor centre called the Southern Highlands Multi-Purpose Indoor Sports Centre (SHMISC) adjacent to their existing facility to the south of Lackey Park. Combined these two projects would form the Lackey Park Regional Sporting Hub.

The project feasibility consists of an evaluation and consolidation scope which includes the following:

- Drivers & strategic alignment
- Demand
- Site selection & stakeholder consultation (including Office of Sport)
- Basketball - Indoor Sports Centre Proposal review
- This review of Lackey Park
- Consider combined projects and identify gaps/opportunities, key issues
- Long list of direct and indirect benefits

The Project Roadmap considers the next phases of the project, leading to grant funding application. Finally, recommendations are made to WSC as to the merits of the project.

Methodology

The methodology consisted of the following:

- Review of all background information and relevant documents including WSC strategies, Masterplan documentation, Stakeholder Reports, MVDBA Indoor Sports Centre documents, Office of Sport Strategies and Reports and other third-party data.
- Analysis of population data, facility demand and sport participation data.
- Meetings with the WSC staff and Sport and Recreation Committee
- Meeting and discussions with Office of Sport
- Meeting with MVDBA and WSC to get an update on the SHMISC.

Report structure

Following a brief outline of project and its current status this report discusses each of these elements in turn.

2. Project Overview

Lackey Park Regional Sporting Hub

Lackey Park Regional Sporting Hub is a multi-sport regional sporting hub proposed for Moss Vale in the Wingecarribee Shire Council (WSC) LGA. The Regional Sporting hub combines the Lackey Park Masterplan and the proposed Southern Highlands Multi-Purpose Indoor Sports Centre (SHMISC).

Lackey Park Masterplan

WSC have developed a Masterplan for Lackey Park to consolidate sporting content and provide new and improved facilities for the community. This masterplan includes the following:

- Two ovals, with the main oval having the ability to be re-configured as two rugby pitches
- 1,000 seat grandstand and upper level clubhouse
- An under-croft gymnasium
- Changerooms
- Public amenities including a canteen
- Training pitch
- On grade parking

Southern Highlands Multi-Purpose Indoor Sports Centre (SHMISC)

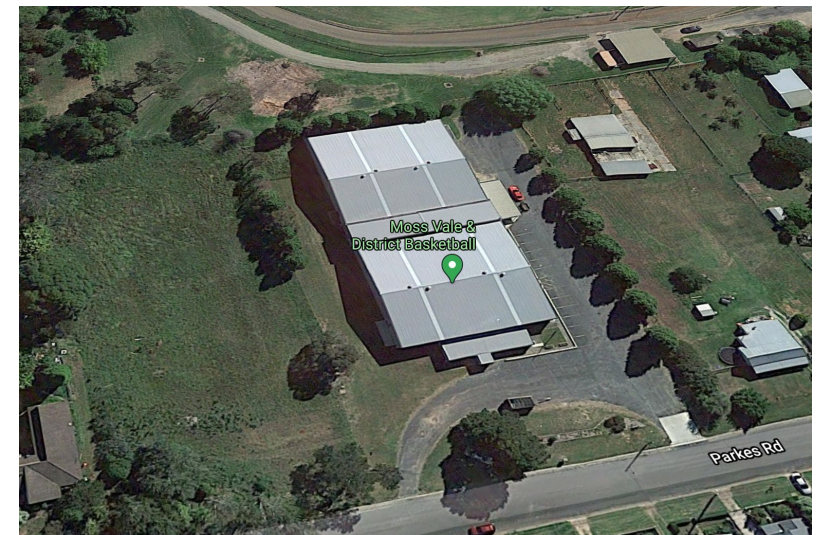
The Moss Vale and District Basketball Association (MVDBA) own and manage an existing two court basketball centre to the south of Lackey Park. In parallel with the Lackey Park Masterplan, the MVDBA have developed a proposal for a new indoor centre, the SHMISC, adjacent to their existing facility.

This new facility will contain:

- 4 Courts, including 2 courts with a surface suitable for indoor hockey and futsal and show courts.



Existing Lackey Park Oval



Existing MVDBA Facility, Directly South of Lackey Park

2. Project Overview

- Change rooms
- Café
- Offices, community and multipurpose rooms.

MVDBA have investigated a number of siting Options for the new facility, including within the boundary of Lackey Park. However, as recently agreed with WSC, the new centre will be located adjacent to the existing centre on MVBDA land.

WSC and MVDBA are committed to working together to deliver the sporting hub.

Project status

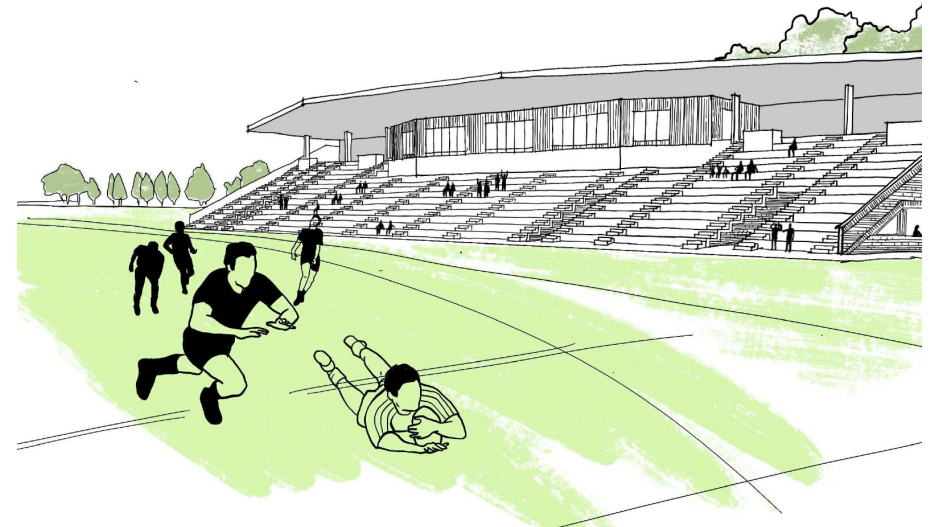
The Lackey Park Masterplan was recently placed on public exhibition to solicit community feedback. The WSC is in the process of reviewing this feedback and collecting the various documentation and investigations required for a future Development Application (DA).

The MVDBA are also at early stages and are looking to council to assist with the funding of the various DA investigations and reports, which could be procured to cover both sites more cost effectively than if commissioned separately.

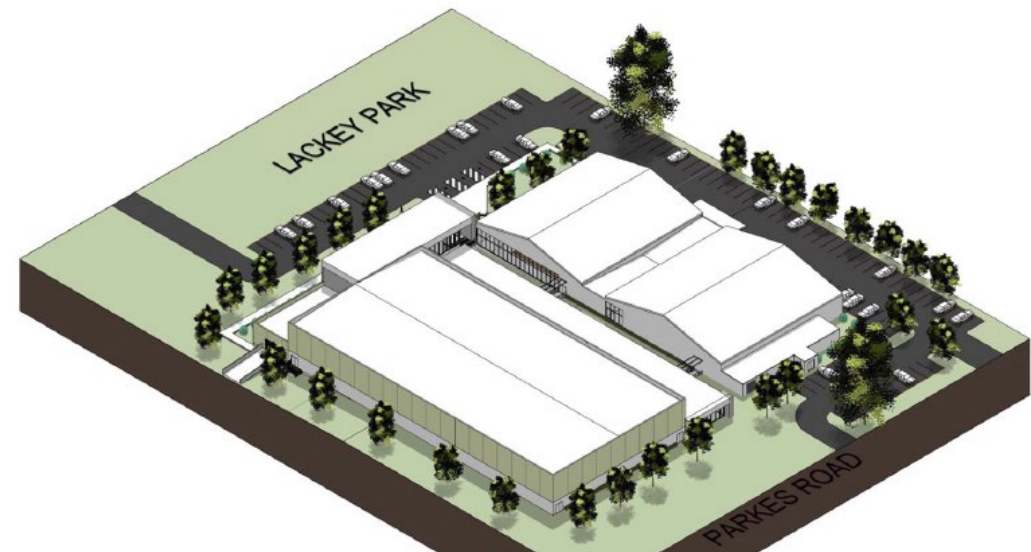
Existing facilities

The existing facilities at Lackey Park consist of a cricket oval, turf and synthetic cricket pitch, cricket nets, amenities, canteen, unsealed parking, and children's play area. Overall the facilities do not meet the needs of the growing community and are in need of refurbishment.

The existing basketball centre consists of two main courts, amenities, canteen, office space and function room. The show court can accommodate up to 400 spectators in permanent and temporary seating. The facilities have reached capacity and need additional space to accommodate future growth or other sporting codes¹.



Render of Lackey Park Masterplan



Proposed SHMISC

1. Otium, Moss Vale & District Basketball, Feasibility and Concept Design Report, Southern Highlands Multi-Purpose Sports Centre, 2017

3. Drivers and Strategic Alignment

The Lackey Park Masterplan and the larger Lackey Park Regional Sporting hub, which includes the proposed SHMISC, has many strong drivers, is strategically aligned with government objectives and will deliver significant benefits to Wingecarribee Shire Council (WSC) and the community.

Drivers for the project

Discussions with WSC, including their Sport & Recreation Committee, made it clear that there are several key drivers for the Lackey Park Masterplan. These include:

- Consolidation of sporting content
- Increased efficiency of service provision
- Provision of new active recreation facilities for the community
- Sporting club & passive recreation needs
- Growth in female participation
- Regional events and tourism
- Growing population and participation
- Need for a multi-purpose central sporting hub
- Strategic alignment with WSC objectives
- Strategic alignment with NSW Office of Sport

The section below will expand on these drivers. In addition the many direct and indirect social and economic benefits are provided in section 9.

It is noted that the SHMISC have documented the drivers for this facility in the MVDBA Feasibility and Facility Concept Design Report¹. In summary these are:

- Local demand exceeding existing facility capacity
- Population growth and aging profile increasing demand
- General trend of increasing demand for indoor facilities.

- Potential sports event market to drive the local economy
- New facility of a size that can support sustainable operation

For further information please refer to the MVDBA report referenced below.

Consolidation of sporting content

Highland Storm rugby league club are the only permanent users of Community Oval and Moss Vale Cricket Club are the only users of Lackey Park. The masterplan consolidates these winter and summer codes into one facility at Lackey Park. It is an ideal site as it is centrally located and easily accessible by public transport. The council reported that both codes have provided input to the design and are excited by the opportunity for a tier 1 facility in the region.

Increased efficiency of service Provision

The redeveloped Lackey Park will increase the utilisation from one cricket club to three sports (rugby league, cricket and gymnastics) in addition to an increase in other recreational users. This consolidation will mean efficiencies in infrastructure investment and maintenance, and WSC will be able to provide a higher quality of service more efficiently on a per user basis.



Utilisation by sports at Lackey Park will increase from one to three permanent clubs

1. MVDBA Feasibility and Facility Concept Design Report, Southern Highlands Multi-Purpose Indoor Sports Centre, February 2016.

3. Drivers – Provision of diverse recreational facilities

Provision of diverse recreational facilities for the community

Following the completion of the Lackey Park Oval upgrade the Highland Storm can relocate to Lackey Park. This provides WSC with the opportunity to redevelop Community Oval. Although the LGA is generally well serviced with community parks the WSC Parks Strategy recommends increasing the provision in urban areas such as Moss Vale. Community oval would be an ideal location as it is centrally located and easily accessible. In addition the WSC could provide some new offerings to the community which will address current gaps, such as:

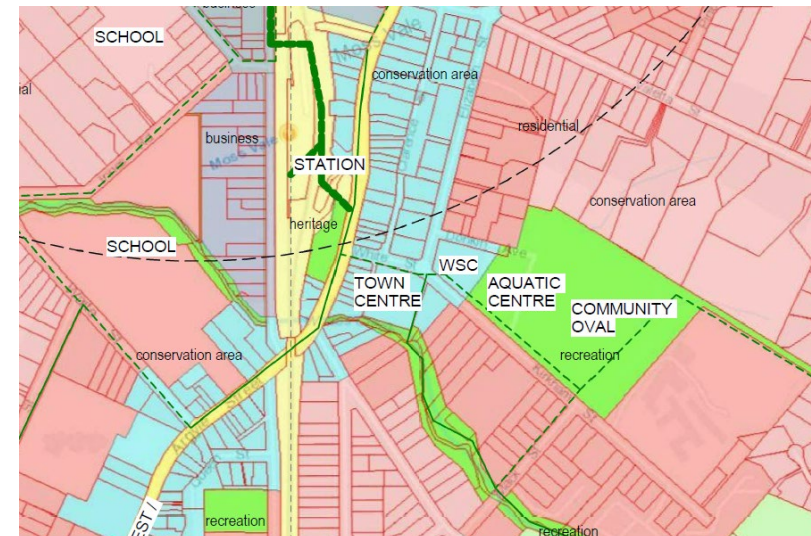
- **Destination playground** – this has been identified as a gap in the current facilities offering by WSC and could attract visitors to the area.
- **Inclusive playground** – the new playground would include inclusive and accessible play equipment to accommodate the diverse needs of the whole community.
- **Seniors playground** – this is a trend which is growing in Australia due to the aging population and the drive to assist Australians age healthily in their own homes. WSC in particular, is predicted to have its population growth concentrated in the over 60's age group (see later section discussing population growth). These playgrounds provide spaces for social interaction and stations designed specifically for older people. They can also have programs which link to local government health services such as free physiotherapy sessions at the site.
- **Skate Park** – again this has been identified as a gap in the current facilities provision by WSC. By comparison Western City Provision is one skatepark per 42,000 residents¹.

3.1 Recommendation: Drivers - Facilities for the Community

It is recommended that following the relocation of Highland Storm to Lackey Park that Community Oval is repurposed as a community park providing a diverse and inclusive set of facilities such as seniors playground, inclusive playground, destination playground and skate park.



Seniors playground equipment



Community Oval is centrally located and easily accessible

1. Western City District: Sport Facility Information Pack, NSW Office of Sport, February 2019.

3. Drivers – Sporting club and passive recreation needs



Sporting club needs

Lackey Park is currently only used by one sporting club (cricket) and under utilised. Its Masterplan proposes to consolidate content from a number of Moss Vale sites including Community Oval and the Moss Vale Showground. Lackey Park is an ideal site as it is centrally located and easily accessible by public transport. The Masterplan brief for Lackey Park has been developed in consultation with the proposed users, associations and SSO's.

The future users and their needs are described below.

The Southern Highlands Storm

This club has been formed by the consolidation of a number of Rugby League clubs in the area. Female membership growing but overall membership of the club has plateaued. The club currently plays at Community oval with usage at approximately 4 days per week in winter only.

The new facilities will provide the club with two full size Rugby League fields and a smaller training field. The grandstand will also offer viewing and supporting areas such as change rooms, amenities, canteen and club house.

The design is in accordance with NRL requirements, including broadcast lighting, and will enable the club to host regional NRL games in addition to regional and local competitions.



Moss Vale Cricket Club

Currently Moss Vale Cricket Club is the only user of Lackey Park. The club forms part of the Highland District Cricket Association (HDCA). The club uses the oval approximately 4 days per week in summer. Female membership is growing.

Lackey park is currently a Tier 2 oval as it has a turf wicket suitable for first grade competition. The HDCA Grounds and Facilities Strategy¹ states that Lackey Park should be developed into a Tier 1 oval to provide an alternative to Bradman Oval. Bradman Oval is currently the only tier 1 oval in the district but under a long-term lease to the Bradman Foundation and often unavailable for community cricket due to Bradman Foundation programs.

The Lackey Park masterplan aligns with the HDCA strategy by developing the oval into a Tier 1 facility through providing facilities such as a scoreboard, high lux lighting and seating. This would make the facility suitable for peak competitions and events in the district along with night-time competitions.

In addition there have been discussions around using the redeveloped Lackey Park for representative/T20 women's cricket. Although the lighting is not specified to achieve night broadcast, it will still be suitable for all other night game competition requirements.



1. HDCA Grounds and Facility Strategy 2018-2022, HDCA, August 2018.

3. Drivers – Sporting club and passive recreation needs

Indoor Cricket Centre

The HDCA were interested in including an indoor cricket centre on the site and this was supported by CNSW, including a potential financial contribution. Both the Grandstand and HMPISC were considered as potential locations. However, there were concerns raised around lack of utilisation:

- The local area has limited demand. And the previous privately operated centre closed due to lack of demand.
- The particular requirements for cricket may make it unsuitable for other sports, limiting the ability to share an indoor cricket wicket with other users.

For these reasons, an indoor cricket centre does not form part of the current proposal.

Moss Vale Gymnastics

Moss Vale Gymnastics is affiliated with both Gymnastics NSW and Gymnastics Australia and are currently located in a Show Pavilion at the Moss Vale Showgrounds. However, we understand that this facility is in a poor condition, does not meet their needs and that the club experiences significant disruption every year when they need to vacate the building for the Moss Vale Show. It is proposed that their facility be located under the grandstand at Lackey Park. The concept design has been modified to accommodate the various headroom requirements needed (see diagram opposite).

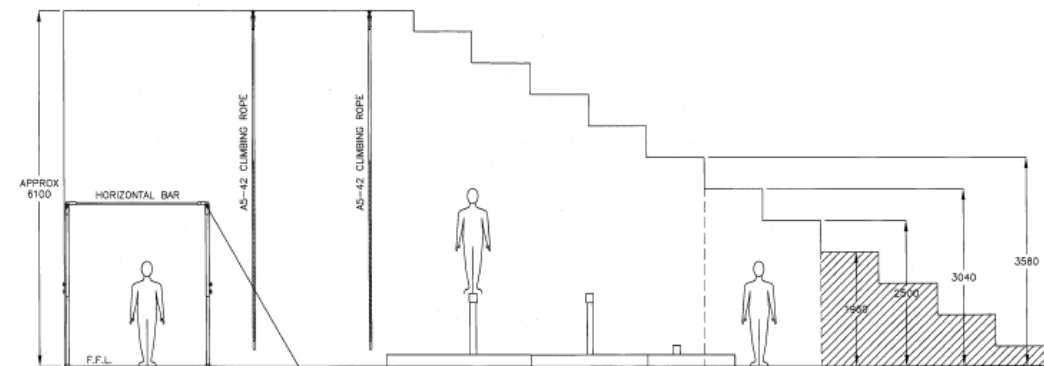
According to the Club MVG membership is growing, with between 150-180 members typically. They use their facility 5 days per week.

3.2 Recommendation: Show Pavilion, Moss Vale Showgrounds

It is recommended that WSC discuss the opportunities for the Show Pavilion with the Moss Vale and District Agricultural, Horticultural and industrial Society to see if further community benefits can be derived.



The existing Moss Vale Gymnastics building at the Show Pavilion, Moss Vale Showgrounds



The grandstand design has integrated the gymnastics head heights requirements into the ground floor

3. Drivers – Sporting club and passive recreation needs

Other Users

Lackey Park will also provide opportunities for other community users such as:

Other Outdoor Recreation Users

The masterplan includes a number of passive recreation activities including:

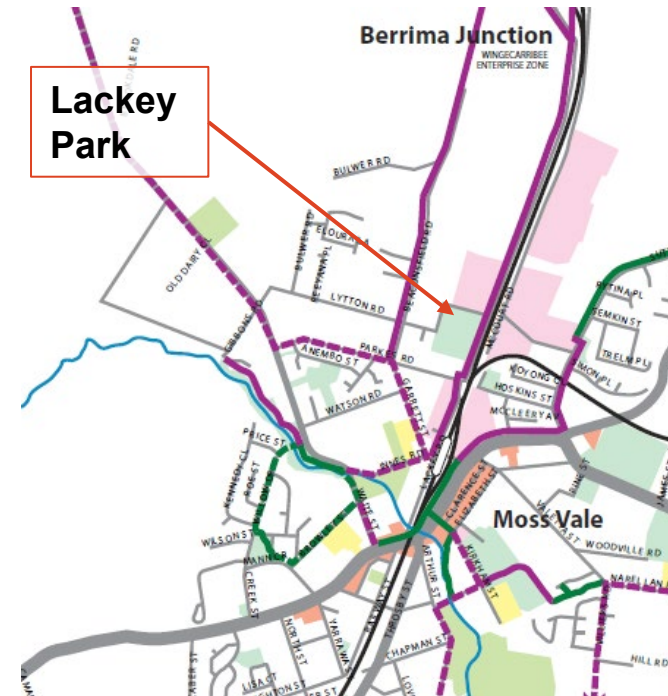
- Walking track: A new walking track will circumnavigate the park and connect a series of new fitness stations. The track would have distance markers to encourage activity.
- Fitness stations: There are four located along the walking track around the park. These could include senior specific fitness stations as described earlier.
- Relocated children's playground: Again there is the opportunity to include accessible and inclusive play equipment to ensure it is suitable for all members of the community.

Active Transport Users

The masterplan links the site through the cycle and pedestrian network:

- Cycle Path: Lackey Park is along the proposed alignment of a cycle path along Lackey Road¹ which will link Moss Vale to the Industrial area to the North, see also diagram opposite.
- Pedestrian Links: There is easy pedestrian access to the park via the pedestrian route on the western side of Lackey Park Road, which will connect into the new walking track.

These offerings compliment the WSC Parks Strategy which recommends an integrated and continuous network of cycle and walking trails through Linear Parks.



Moss Vale Bicycle Network – Lackey Park is highlighted and the proposed bicycle routes in purple¹

1. WSC Bicycle Strategy for Mittagong, Bowral and Moss Vale.

3. Drivers – Female Participation & Regional Events

Growth in Female Participation

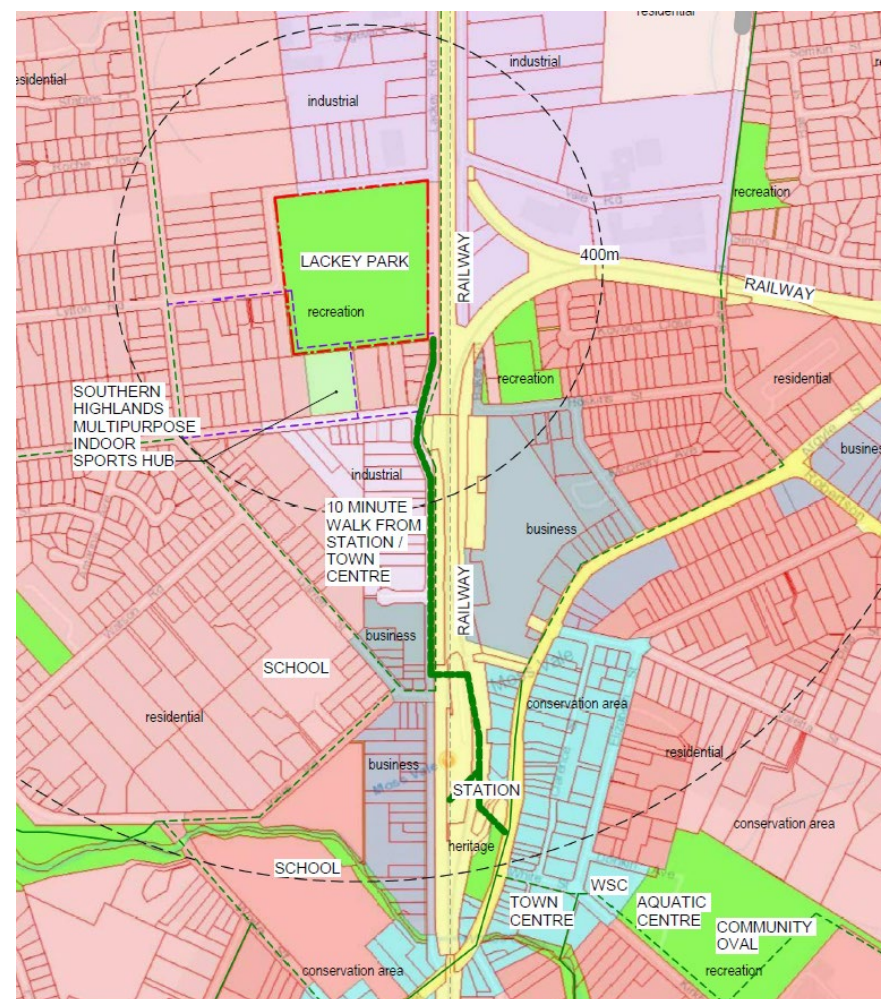
The NSW Office of Sport has identified sport infrastructure as a core enabler for strategies to grow women's and girls' sports participation¹. They state that "the equitable provision of and access to high quality female friendly sport and active recreation facilities is critical to supporting and growing sport participation opportunities for women and girls".

As mentioned earlier, the local cricket and rugby league clubs who will play at Lackey Park are experiencing a growth in female membership. They need female friendly facilities to accommodate the needs of this growing cohort. The proposed masterplan design includes 4 unisex change rooms along with female, family friendly and accessible amenities, ensuring equitable access for females and their supporters. This will ensure that a lack of suitable facilities is not a barrier to increasing female participation and the associated health benefits it brings.

Regional Events and Tourism

The NSW Office of Sport has also identified sport infrastructure as a core enabler for sport related tourism¹. Tourism is already a key industry locally and WSC are confident that regional, and potentially national events, could be accommodated at the site. These could include events such as:

- NRL: one regional NRL game per season.
- Highland Soccer: major games such as finals.
- Rugby Union: marquee games.
- Cycling: The Bowral Classic currently uses Lackey Park. The new masterplan facilities could expand its contribution due to the high-quality permanent facilities available at the site.
- Other regional events would be attracted due to the central location, easy access and superior permanent facilities available.



Lackey Park is a ten-minute walk from Moss Vale Train Station and town centre making it an ideal venue for regional events.

1. NSW Office of Sport, Her sport her way Shaping the future of women's sport in NSW 2019-2023,

3. Drivers – Population Growth

Population Growth

Current Population

According to the Australian Bureau of Statistics¹ the Estimated Resident Population (ERP) of WSC in the 2016 census was 47,882. In addition, the ERP of WSC for 2019 is 51,134¹

Population Growth

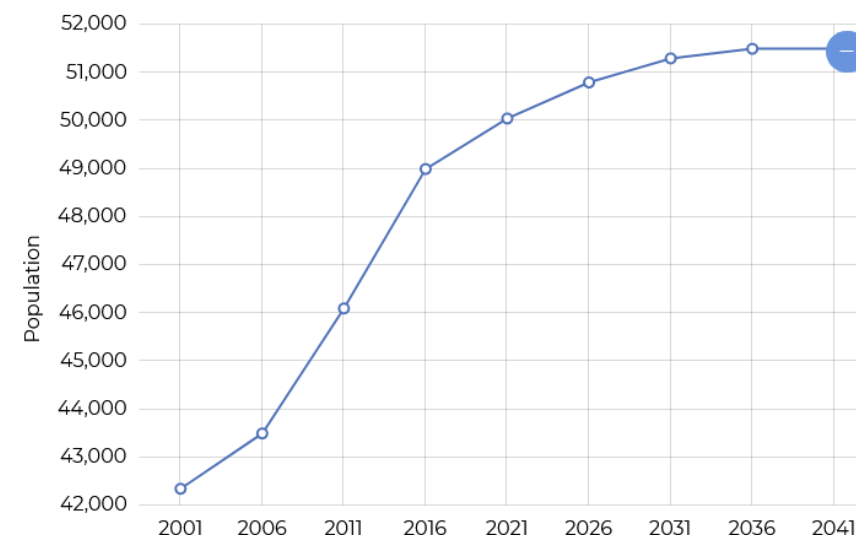
Based on idCommunity Data², which is based on the ABS figures, WSC's population is growing at a much higher rate than the rest of regional NSW. Over the past 5 years WSC has grown at almost twice the rate of regional NSW at between 1.38-1.76% per year (or an average of 1.5%) as against 0.68-0.88% (or an average of 0.8% for regional NSW)².

Future Population Growth

The 2019 NSW Government Population Projections³ from the Department of Planning, Industry and Environment (DPIE) indicate that the WSC population is estimated to increase by 2,500 between 2016 and 2041 from 49,000 to 51,500.

The high growth scenario of DPIE, as listed in the WSC Local Housing Strategy⁴, has a population of 56,000 by 2041, or an increase in 7,000 people. The majority of this growth is concentrated in the towns of Bowral, Mittagong and Moss Vale. WSC⁴ highlight that the 60 and over age bracket will increase, the 0-59 age bracket will decrease and the 85+ age bracket increase by 127% by 2036.

Historic and projected population change



DPIE 2019 Population Projections³
Note these do not reflect the high growth scenario

1. Australian Bureau of Statistics, abs.gov.au
2. idCommunity, Wingecarribee Shire Community Profile, www.home.id.com.au
3. NSW Government, Department of Planning Industry and Environment, www.planning.nsw.gov.au
4. WSC, Housing Our Community, Wingecarribee Local Housing Strategy, June 2020.

3. Drivers – Population Growth, Demographic & Participation Forecast



Demographic Forecast

Based on the DPIE projections¹ (and excluding the high growth scenario) WSC's population is forecasted to increase to 51,500 by 2041 (~7.6% from 2016).

However, as previously mentioned the population growth will be driven by an increase in residents aged 60 years or more. Population figures for all other age groups is expected to decline between 2016 and 2041. The age distribution is shown opposite. Key insights:

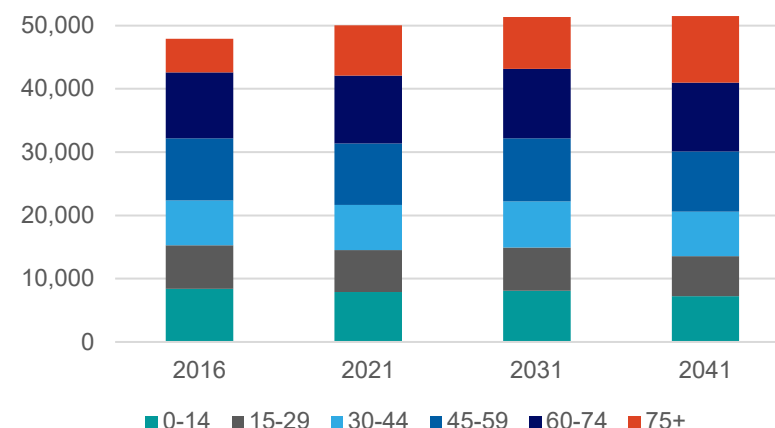
- 99% increase forecasted among residents aged 75 years or more (5,295 in 2016 to 10,550 in 2041)
- 4% increased among those aged between 60 and 74 years (10,425 to 10,850)
- Population of residents below the age of 15 years is forecasted to fall by 13.8%
- The total share of share of residents above the age of 60 years is expected to increase from 32.8% in 2016 to 41.6% in 2041.

Projected Participation Rates

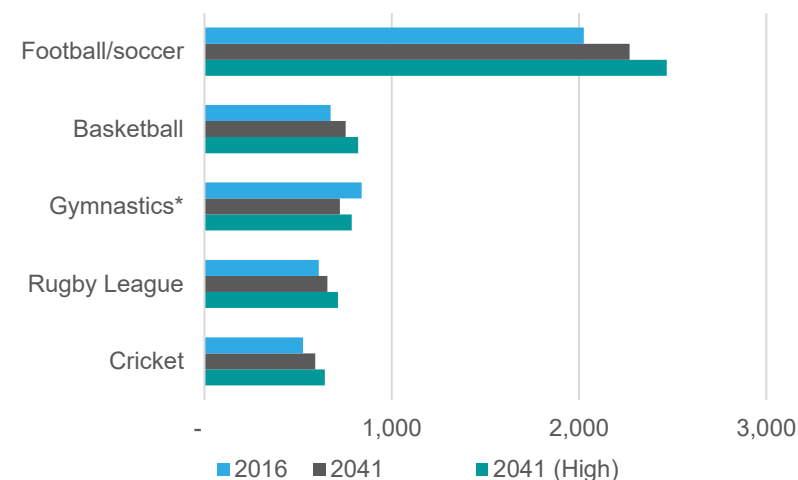
Based on the DPIE projections and using typical participation rates from AusPlay² and NRL³, the 2016, 2041 and high growth projections for various sporting activities are tabulated below and graphed opposite.

Sport	Participants (2016)	Participants (2041)	Participants (2041 - High)
Football	2,205	2,270	2,468
Basketball	672	754	820
Gymnastics*	838	723	786
Rugby League	609	655	713
Cricket	527	590	642

* Includes participation among children only; other sports include only adult participation



NSW Government – Population projections Wingecarribee Shire Council LGA



Projected WSC Sport Participation

1. NSW Government, Department of Planning Industry and Environment, www.planning.nsw.gov.au
2. AusPlay 2020 Data, <https://www.clearinghouseforsport.gov.au/research/ausplay/results>
3. NSWRL, <https://www.nswrl.com.au/news/2017/09/28/participation-figures-reveal-positive-results/>

3. Drivers – Population Growth & Future Facility Demand

Future Facility Demand

Using typical ratios, including those provided by Office of Sport (see reference list below), the number of facilities required has been calculated based on both 2041 growth scenarios. These are shown in the graphs opposite. Note that the units used for each of the sports in these graphs are as follows:

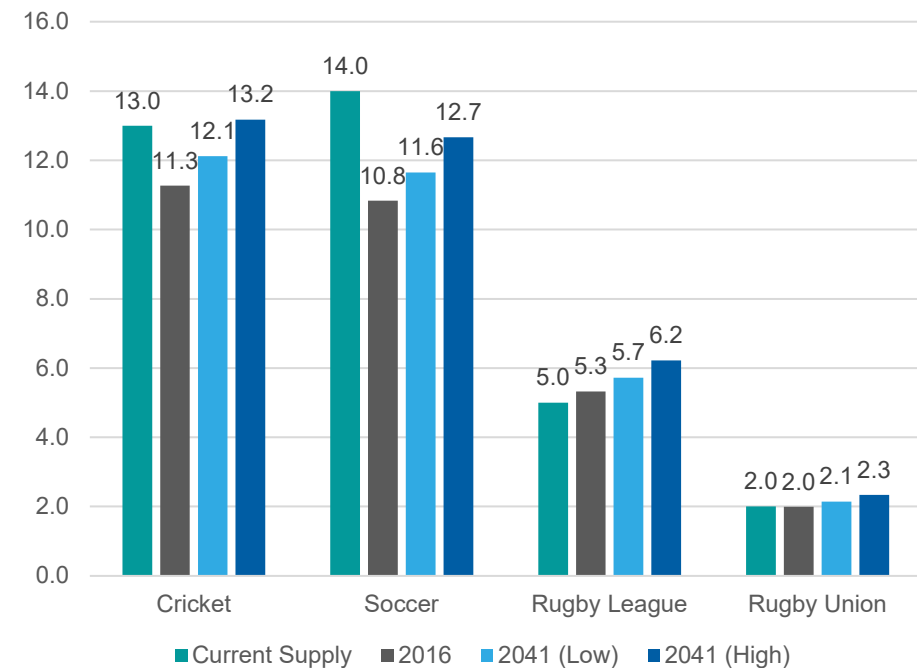
- Cricket – Ovals
- Soccer, Rugby League, Rugby Union – Fields
- Gymnastics – Facilities

Based on this demand and the actual publicly accessible council facilities provided, the following insights can be deduced for the future Lackey Park Facility:

- Cricket has a sufficient number of ovals. The Masterplan is aligned as it does not increase capacity but provides a Tier 1 facility to match the need identified by the HDCA.
- Rugby League has an undersupply by approximately one field. Therefore, providing a net increase of 1 field by adding two fields at Lackey Park and losing one at Community Oval, will address this demand.
- Gymnastics need one facility based on typical ratios. There currently are two facilities in the region with one located at the Show Pavilion in Moss Vale and another at the Mittagong PCYC. As the new facility is simply rehousing an existing club there appears to be sufficient demand in the region for both facilities.

In terms of the other sports which could use the outdoor fields, based on this analysis both soccer and rugby union have a sufficient number of fields. Field hockey is also well supplied.

For demand for the multi-purpose sports hall, reference is made to the existing MVBDA report which considers in detail participation, capacity and market demand.



Facility Demand based on WSC Population Forecast

1. Hobson Bay - Sports Facility Needs Analysis
2. Townsville Sport and Recreation Facility Strategy 2018-2028
3. Casey Leisure Facility Development Plan
4. Horsham Sport Facilities Demand Study
5. SHMISC - Feasibility & Facility Concept Design
6. Office of Sport – Western City District Sport facility information pack

3. Drivers – Need for a multi-purpose sporting hub

Regional Sporting Hub

From a facilities perspective there has been a shift from single sport use facilities to more centrally located, multi-use sporting precincts with increased utilisation, events and complimentary uses including health, education, community and elite training. The NSW Office of Sport in particular, has been a strong advocate for this approach which involves creating regional sporting hubs and sub-hubs¹.

From an Office of Sport perspective, the Lackey Park Regional Sporting Hub is a Regional facility according to their Draft Sport Facility Hierarchy². This was confirmed during a meeting by the Office of Sport, Infrastructure Strategy, Planning and Delivery group.

The characteristics of a Regional facility, according to the Office of Sport are:

- A primary catchment of local users along with an extended catchment across multiple LGA's for competitions and events.
- They attract participants across local and regional catchment due to scale or standard of competition they cater for.
- They have a broad range of sport, recreation activities and events. They often hosting regional tournaments, with large numbers of teams across multiple days. Alternatively they can be a high quality, single sport facility hosting high levels of competition such as representative level.
- They are located in accessible locations with easy link to transport nodes and or commercial and community services.
- The highest level of play is Grade/representative.
- Boundary area serviced are the DPIE Regions, Regional Office of Councils with travel time of up to 1 hour.

Based on the above, it is clear that Lackey Park is a Regional Sporting Hub due to the level of competition, extended catchment, broad range of activities and accessible location with easy access to transport links.

Office of Sport confirmed during this project that the current categorization in the draft NSW Government Architect guidelines will be updated to more closely reflect those of Office of Sport.



The Regional Sports HUB Model¹

The Need

The need for a multi-purpose central sporting hub has also been identified in a number of WSC strategies and plans, including the following:

WSC Leisure Centre Master Planning & Swimming Centres Business Planning Study, 2006: This report identified that the Moss Vale Basketball Stadium was aging, in need of refurbishment and that there was some merit to building a new facility. It also identified the unmet need of futsal and netball. It also recommended that any new facility would need to have 3-4 full size courts to satisfy existing demand and need to be accessible to all indoor sports within the Shire to deliver maximum benefits to the community. The current proposal adds 4 courts to the existing 2 and will be accessible to other sports, thus maximising these benefits.

1. Office of Sport, South East & Tablelands, Sport and Active Recreation Plan 2018-2023.
2. Office of Sport – Western City District Sport facility information pack

3. Drivers – Need for a multi-purpose sporting hub

WSC Parks Strategy, 2016: This document identifies, based on the needs analysis and predicted population increases, that a site should be identified in one of the towns to accommodate a large, multi-purpose sports park hub. This hub would contain multiple sports fields, car parking and ancillary facilities and buildings. This would become the WSC's main sports park and cater for multiple levels of organised sport, from community all the way to representation level. This report also commented that a hub would facilitate the rationalisation of sports parks in the Shire. In effect the current proposal delivers on these recommendation by:

- Providing a multi-purpose sports park hub with parking and support buildings
- Consolidating content and sports parks
- Being sited in an easily accessible location in one of the main towns

Benchmark - Bomaderry Nowra Regional Sports and Community Facility

The Bomaderry Nowra Regional Sports Precinct is a masterplan which looks to create a sporting hub by integrating two facing sites. One site is the Artie Smith Oval which contains cricket and AFL ovals, hockey field, change rooms, parking and Bomaderry Basketball Stadium. On the other side the Bomaderry Sporting Complex has rugby league, cricket and touch sports fields, practice wickets, change rooms, aquatic centre, croquet facility, playground and car park. The masterplan aims to develop facilities which will facilitate all levels of club sport including training, elite sporting events at regional and state level, complimentary health, fitness and well being facilities, support infrastructure for sports including medical and physiotherapy, establish a community meeting place, and the delivery of community programs.

The first phase of the Masterplan was the Shoalhaven Indoor Sports Centre (\$16.4 million¹) which was recently completed on a site adjacent to the existing basketball

stadium. It provides four multi-purpose courts, meeting rooms, offices, child minding, show court, changerooms, amenities, café and parking. The existing stadium has two courts which can also be used, although the council only run the new facility. The overall masterplan, and the current map is shown below.



3D View of Completed Precinct



Satellite Image of the Current Precinct

1. Ausleisure, Shoalhaven indoor sports centre recognized for excellence in urban development awards.

3. Alignment – Councils Strategic Objectives

Community Strategic Plan

The Lackey Park Masterplan and broader Sporting Hub aligns well with the objectives outlined in the WSC Community Strategic Plan¹. In particular, it aligns with the following:

2. People

- Goal 2.1: Our people have the opportunity for a healthy and happy lifestyle.
- Strategies: Increasing promotion of healthy lifestyle choices (2.1.3). Planning and delivering appropriate and accessible local services to the community (2.1.5). *The development provides sport and recreation facilities and promoting health.*
- Goal 2.3: Wingecarribee values and nurtures a diverse, creative and vibrant community.
- Strategies: Provide and support a range of community events, festivals and celebrations (2.3.1). *The development will support sporting and other events.*

3. Places

- Goal 3.3: Our built environment creates vibrant and inviting public spaces.
- Strategies: Create welcoming and accessible community facilities that support opportunities for people to meet and connect with one another (3.3.2). *The development provides space for social connections through organised sport and passive recreation.*

4. Environment

- Goal 4.1 Wingecarribee's distinct and diverse natural environment is protected and enhanced.
- Strategies: Protect and improve biodiversity. (4.1.1) *Biodiversity is being protected endangered trees and the ESD report² also targets the improvement of the ecological value of the site.*

1. WSC, Wingecarribee Shire Community Strategic Plan, Adopted June 2017.

2. Credwell, Lackey Park ESD report, May 2020.

- Goal 4.2 Sustainable living practices are actively encouraged.
- Strategies: Promote building practices and the types of developments that improve resource efficiency. *The project encompasses ESD principles including stormwater harvesting..*



5. Economy

- Goal 5.1 Our Shire attracts people to work, live and visit.
- Strategies: Increase local employment opportunities for people in all stages in life (5.1.2). Provide diversity in tourist attractions and experiences (5.1.4). *Through regional events and business opportunities the hub provides both tourist attractions and employment opportunities.*

3.3 Recommendation: Alignment - Community Strategic Plan

In addition to the above it is recommended that the WSC explore ways in which the project could deliver on strategy 2.3.2: Acknowledge and respect our Aboriginal cultural heritage and people. This could be in the form of an aboriginal heritage interpretation strategy with practical implementation such as information boards along the walking track. Office of Sport highlighted this as an important part of diversity, inclusion and heritage.

3. Alignment – Councils Strategic Objectives

Other WSC Strategies and Plans

As mentioned earlier the need for a multi-purpose central sporting hub also aligns with a number of other WSC strategies and plans, including the following:

- **WSC Leisure Centre Master Planning & Swimming Centres Business Planning Study, 2006**
- **WSC Bicycle Strategy for Mittagong, Bowral and Moss Vale, 2008**
- **WSC Parks Strategy, 2016**

Unfortunately WSC does not currently have a Sports Facility Strategy, although we understand that one will be prepared in early 2021.

3.4 Recommendation: Alignment – Sports Facility Strategy

The future WSC's Sports Infrastructure Strategy needs to incorporate the Lackey Park Regional Sporting Hub.

3. Alignment – Office of Sport

Strategic Alignment

As discussed earlier, productive discussions were held with the Office of Sport Infrastructure Strategy, Planning and Delivery group during the course of this project. When the various elements of the overall proposal consisting of Lackey Park, the SHMISC and the redevelopment of the Community Oval are combined, they contribute significantly to the objectives of the office of sport as articulated in the following strategies:

Office of Sport Strategic Plan 2020-2024¹

To achieve their vision of sport and active recreation creating healthier people, connecting communities and making a stronger NSW, the Office of Sport have identified four focus areas:

- Participation
- Places and Spaces
- Sector Sustainability
- Partnerships and Investments

This project will support each of these priorities in the following ways:

- **Participation:** The project is inclusive and encourages participation in sport and active recreation, from seniors using the new playground and regional competition players playing at the SHMISC, to juniors playing sport for the first time on the oval. In particular, the female friendly facilities will support the continued growth of under-represented female participation in the region.
- **Places and Spaces:** This project directly contributes to providing fit for purpose sport and active recreation facilities in regional NSW. It positions them in easily accessible locations. They are multi-use and integrate facilities for outdoor recreation.

- **Sector Sustainability:** The new multi-sport precinct design has been developed by WSC to ensure it is safe and inclusive. In addition the WSC will be able to help the other sporting organisations with the governance and operation of the larger precinct.
- **Partnerships and Investment:** The MVDBA and WSC will work in partnership with the Office of Sport to ensure that the project maximises benefits to the community and NSW as a whole.



OUR FOCUS AREAS



1. NSW Office of Sport, Office of Sport Strategic Plan 2020-2024.

3. Alignment – Office of Sport

Women In Sport Strategy, Her Sport Her Way¹

As previously discussed, the NSW Office of Sport has identified sport infrastructure as a core enabler to grow female sports participation¹. These facilities will support the growth in female participation currently being experienced by the clubs, by providing female friendly facilities to match the needs of these members. They will provide unisex change rooms along with female, family friendly and accessible amenities, ensuring equitable access for females and their supporters. This will ensure that female participation can continue to grow with its associated health benefits.

South East & Tablelands Sport and Active Recreation Plan 2018-2023²

This sport and active recreation plan is complementary to the South East & Tablelands Regional Plan developed by DPIE. It looks to co-ordinate the planning, investment and delivery of sport and active recreation in the region. It identifies local government as a key partner who plans, funds and manages infrastructure and programs, along with contributing to their Regional Sport and Active Recreational Plan.

The project benefits are aligned with the following outcomes identified in the plan:

- **Increased participation** of adults and children in regular sport and active recreation – see earlier discussion on participation.
- **Improved access** to sport and active recreation for everyone in the region, regardless of background or ability. The facilities proposed are accessible and inclusive to ensure that they service whole community including those with disabilities and females (strategy 2.5). They also include the expansion of walking and cycling trails (strategy 2.3).
- **Fit for purpose facilities** in the region. This project is closely aligned with this outcome including:
 - Providing a multi-purpose facility for sport and community purposes which is accessible to the whole region (strategy 4.1).

- Updating local facilities so that they respond to the changing need of the community (strategy 4.3).
- Developing facilities for low-cost outdoor activities such as outdoor gyms for old and young, bike paths and walking paths (strategy 4.4).
- Planning for female friendly sporting facilities by providing unisex facilities (strategy 4.5).
- In addition it contributes to the network of regional level sport and recreational facilities by creating a new Regional Hub.
- **Valued regional sporting events** which are valued by the region. Part of the driver for the Regional Hub is to drive visitation, tourism and events to the region (strategy 6.1, 6.2).
- **Effective collaboration** within the sport and active recreation sector. Collaboration is being undertaken by WSC, MVDBA along with the other key stakeholders to work together to deliver the hub (strategy 6.1)



1. NSW Office of Sport, Her sport her way, shaping the future of women's sport in NSW, 2019-2023.
2. NSW Office of Sport, South East & Tablelands Sport and Active Recreation Plan 2018-2023.

3. Alignment



3.5 Recommendation: Alignment – NSW Office of Sport Strategies

In this project the consideration of alignment has been focused on the WSC Strategic Plan and the Office of Sport strategies discussed above. Moving forward this will need to be extended to consider broader government policies such as the Premiers and State Priorities. Illustrating alignment with government priorities and policies will be key for any funding applications.

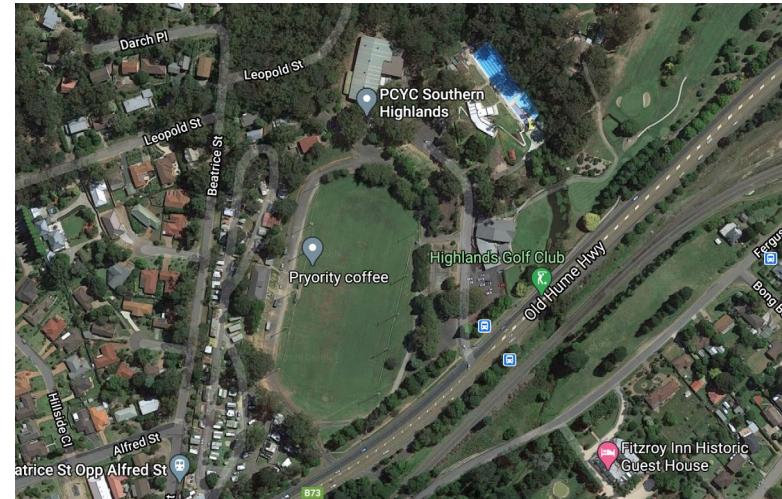
4. Site Selection

Site Selection

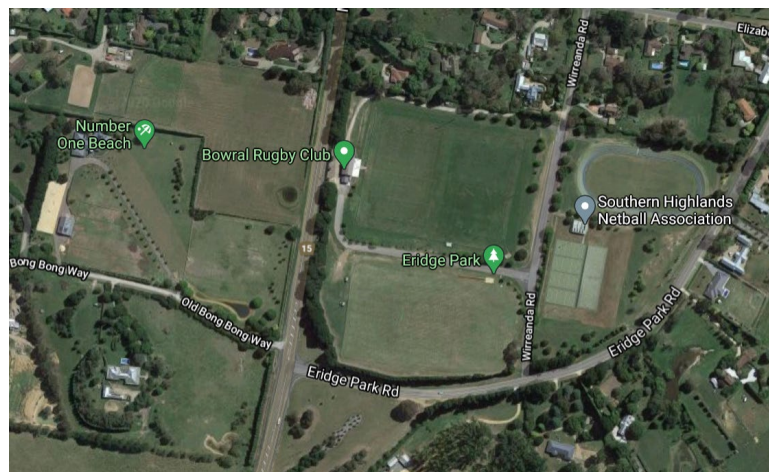
Lackey Park was chosen due to its central location, easy transport links and proximity to the Basketball Stadium and the new indoor centre.

A number of other locations were considered by WSC before the Lackey Park location was finalised. These included:

- **Eridge Park.** This sporting park is home to rugby union, little athletics, netball and the velodrome. One of the largest sports parks in the area. The WSC considered a sporting hub as part of a major development. The proposal included an indoor aquatic centre and additional land was to be donated by the developer to create the hub. Its location was less accessible and the development did not come to fruition, therefore the project did not progress.
- **Mittagong Oval.** This facility includes a rugby league field also used for Oztag in the summer. It is also in close proximity to the Mittagong PCYC, swimming pool and golf course. WSC considered refurbishing the oval to be a higher level sports ground. However, uncertainty around the golf course meant that this site was not progressed.



Mittagong Oval Site



Eridge Park Site

5. Stakeholder Consultation



Significant stakeholder consultation has been undertaken during the course of the development of both the Lackey Park Masterplan and the SHMISC. The section below references the MVDBA stakeholder engagement but focuses on the Lackey Park Masterplan. For full details of the stakeholder consultation for the SHMISC, please refer to the Otium report. It is recommended that WSC actively re-engage with stakeholders in the lead up to a funding application.

Internal Stakeholders

The Council including the Sport and Recreation Committee, the executive and WSC departments and staff.

Community

WSC put the masterplan on public exhibition to solicit community feedback. There were twenty submissions received and 777 visits to the site. The responses raised a number of suggestions and aired a variety of concerns, but overall there was no one consistent issue raised. A number of issues typical to these types of developments were raised such as anti-social behaviour, parking and traffic. These will need to be minimised through design and operational strategies in the plan of management, particularly for larger events.

Sports Partners

- As mentioned earlier, WSC and MVDBA are committed to working together to deliver the sporting hub. During the course of this project MVDBA met with both the Councilors and the WSC team running the masterplan project to exchange information, discuss funding options for DA studies and gain alignment on the Regional Hub project.
- During the development of the Lackey Park Masterplan various sports partners have been involved in the briefing process including rugby league, cricket and gymnastics. These sports partners have also engaged with their state sport organisations (SSO) as required for input into the facilities.

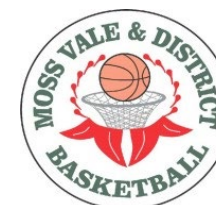
- MVDBA have also engaged stakeholders in the development of their Indoor Sports Centre concept including cricket, football, netball, hockey and the council itself. This has also included the SSO's as required.

Government

- The NSW Office of Sport is a key stakeholder in this project. During this project MI and WSC have met with Office of Sport to discuss both the Lackey Park Masterplan and the overall Regional Sporting Hub including the opportunities for Community Oval. We understand that MVDBA have approached NSW Office of Sport in the past for funding, although we understand that this was not successful.
- State and Federal Members. It is understood that the MVDBA have engaged with local members on the SHMISC. The WSC have been less active in this regard, but plan to start engagement when the concept for the hub is firmed up.
- Canberra Region Joint Organisation (CRJO). Office of Sport and WSC are involved in this forum however it is understood that little information has been shared with this forum yet.



Office
of Sport



5. Stakeholder Consultation

5.1 Recommendation: Stakeholder Consultation General

It is recommended that following the consolidation of the proposal, WSC take an active approach to stakeholder engagement. This should include briefing the various parties on the current status of the Regional Hub project in addition to the Lackey Park Masterplan. The Office of Sport should be engaged regularly, both at a local level and through their infrastructure team as they are likely to be a key party for state funding. Similarly, local members should be briefed on the benefits of the proposal.

5.2 Recommendation: Stakeholder Consultation MOU

Due to the critical nature of the relationship with the MVDBA on this project, it is recommended that a MOU is developed between the parties to clarify the responsibilities and expectations of the relationship. The SHMISC is a critical part of the Regional Sporting Hub, and good communication will be critical to ensuring understanding and alignment between the two parties and projects.

6. Lackey Park Masterplan Review

The masterplan design of Lackey Park appears to be well-considered and responds to the site context, constraints and needs of stakeholders. The only areas we recommend challenging are the size and capacity of the grandstand itself and the location of Gymnastics. In addition, we believe that services, parking and traffic should be reviewed, to minimise risk and maximise opportunities, and that the cost plan should be refreshed by a QS during the next stage.

Background

The preliminary concept masterplan was developed in 2017 by Rupert Milne Home, Landscape Consulting. This included a which developed a concept for re-developed Lackey Park including a

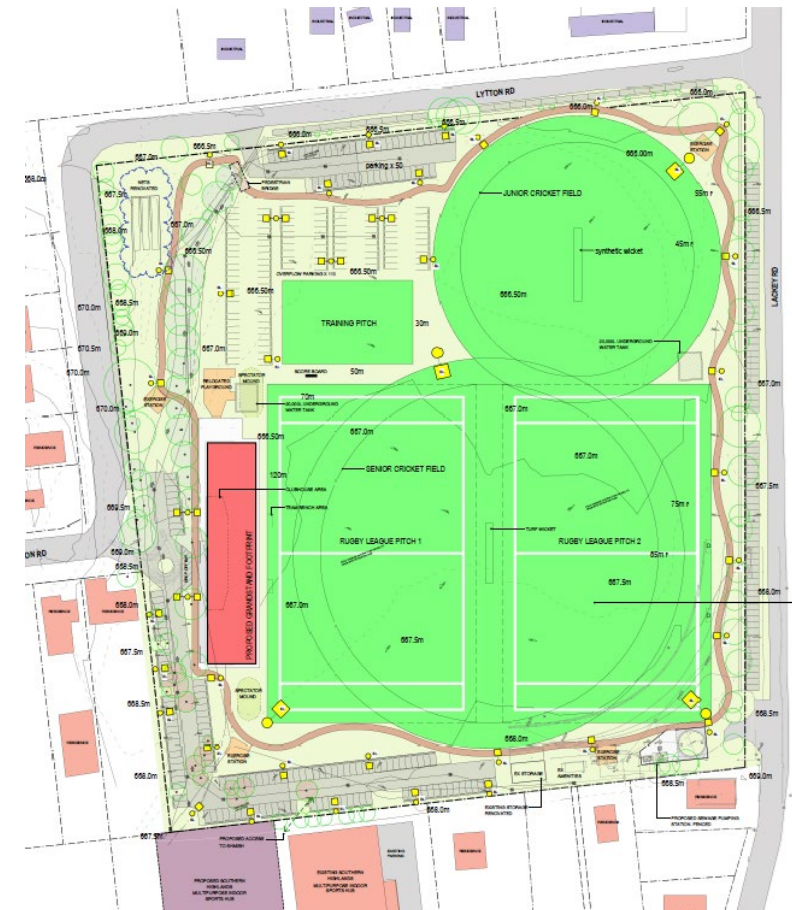
- Two ovals, with the main oval having the ability to be re-configured as two rugby fields.
- A small stand which included a canteen, toilets and amenities.
- 4 sport courts (netball or similar)
- Spectator mounds
- On grade parking and reconfigured access roads into the facility.

This masterplan concept has been further developed by Edminston Jones Architects and the set of drawings provided for review are the Draft DA set, dated June 2020. There is no masterplan report which accompanies the drawings, and it appears to be a purely architectural masterplan.

Design Comments

- The initial concept had a much smaller grandstand. Why was the capacity for the grandstand increased? What events will need a stand of this size?

- Putting Gymnastics under a grandstand adds significant cost due to the need for longer spans to clear the equipment. It would be more cost effective to have the amenities under the grandstand and have the gym at one end with out seating over (see also point above).
- Ensure that the design maximises outdoor recreation opportunities and uses inclusive design principles as it develops. See also the discussion of the drivers and users earlier.



6. Lackey Park Masterplan Review

- Assume that all the relevant codes have been considered for the sports field and facilities designs so that the facility is suitable for representative/national level competition. Issues to consider include:
 - Overlay of the different fields to check the requirements including run off/dead ball zone (e.g. Rugby Union).
 - Warm up areas.
 - Broadcast requirements and overlay.
- Grid for the grandstand does not appear to relate to the seating bays. Could a more efficient grid be developed?
- Does there need to be a control room or overlay location identified for major events?
- What is the proposed use for the club house? Will it be used for functions? How will food and beverage services be offered (kitchen/canteen/cool room).
- Consider overlay of pop up bars for major event mode.
- Deliveries, waste and storage collection location?
- A breezeway aligned with the NRL field centre line would be preferable for player access. This could be reviewed if the gym was moved to one end (see also discussion above).
- Could the breezeways be consolidated – three seems to be a lot for a building of this size.
- Do the existing amenities remain on the south of the site? Suggest remove if not refurbished.
- Maximise landscaping, replace any trees removed, plant additional trees. Ensure parking areas have shade and green cover.
- For DDA seating at terrace consider:
 - Position at the same level as the terrace area to provide greater number of positions and flexibility. DDA seating spaces to be used for standing or loose seating if they are not required.
 - Use lightweight platforms for DDA seating positions – as per above can be removed if demand for DDA position is weak.
- Have Green Guide requirements been considered in terms of seating bays and aisle widths to maximise efficiency of seating? Rows appear to be shorter than a typical bay, increasing the number of aisles.
- Consideration needs to be made as to how the facility is secured. For example should gates be located in the breezeways to secure the facilities other than public toilet access.
- Use planting and landscaping to screen the park from industrial area to north and road/railway to the east.
- Does there need to be grounds and maintenance equipment and storage on site? Where will this be stored.
- Access and address to the SHMISH is poor. There needs to be a better integration of the two facilities to form a Sporting Hub. Is it possible to create a vehicle link between the two sites?

6.1 Recommendation – Lackey Park Masterplan - Design

Review the design to ensure maximum benefits and best value to WSC.

Services and Utilities

- No services drawings were provided for review.
- Is the capacity of services serving the site sufficient including power?
- What level of services survey has been done for the site – are there any risks?

6. Lackey Park Masterplan Review

- It appears that a sewer runs through the site. Will this need to be diverted as part of the works?
- Pitch mentions a retention tank. Can this tank be large enough to be useful? See also comments with respect to flooding below.
- No plant rooms shown in the stand – where will these be located (electrical, hot water etc)?
- What are the underground water tanks for - rainwater? Could this be located above ground under the raking seats of the stand more cost effectively?
- Consider screening the new sewage pumping station rather than fencing.
- Can bore water be used for the pitch irrigation?
- The sewage pumping station site blocks any access from the existing road junction. Assume this decision was made in the context of the broader precinct access and parking.
- Include power/data points, three phase power etc. to pitch side for events.
- Consider service points with power data and drainage at other locations to provide flexibility for events without overlay.
- The site is subject to flooding. We understand that the current design has considered flooding however there remain some questions:
 - Comments from the public exhibition indicated that the level of the pitches and facilities will be raised to avoid flooding – however this is not clear from the drawings. There is 500 mm of subsoil drainage indicated but that is all.
 - How is the lowered entrance to gymnastics protected? It appears to have a raised entry point, but it is not clear how much freeboard protection is provided

6.2 Recommendation – Lackey Park Masterplan – Services & Utilities

Services engineering review to ensure all major cost items scoped. Civil engineer to review the sewer, stormwater/flood protection strategy to ensure that the required areas are protected, and adequate allowance has been made for any flood protection measures/retention.

Parking and Access

It is understood that a traffic study is being undertaken to understand the impact on local traffic volumes, junctions and access points. In addition:

- Co-ordinate parking and access across the two sites to ensure efficiencies, adequate day-to-day parking and shared event /overflow parking. This will minimize the footprint.
- Consider coach drop off and parking bays and point to point transport.
- Review parking opportunities on the other side of Lackey Road to maximise useable public space and landscaping opportunities.
- Is it possible to reduce permanent parking and use more overlay for major events in the short term. Maximising public recreation space. Further permanent parking can be provided if required.

6.3 Recommendation – Lackey Park Masterplan – Parking and Access

Undertake a traffic study, car parking optimisation and vehicle access review.

6. Lackey Park Masterplan Review

Event Opportunities

To maximise the economic benefits consider the opportunities to host events at the site. This should be included in operating model analysis discussed earlier.

6.4 Recommendation – Lackey Park Masterplan – Event Opportunities

As part of any operational analysis and commercial model consider the potential events that could be hosted at the site.

Cost Plan

No cost plan was provided in the documentation. The only cost schedule provided was from Edminston Jones which was a one-page summary listing an original QS estimate, and then adding a number of additional line items to cover additional items such as the increase in the grandstand size and impact of gymnastics. An additional cost of \$1.4 million to double the size of the grandstand and include gymnastics appears low based on the original cost of \$6m for building works. . The total project cost currently sits at just over \$14m.

The document does not state assumptions and exclusions (such as escalation), and fees are listed as TBA. A contingency of 5% appears low at this stage and would normally be at least double at 10%.

6.5 Recommendation – Lackey Park Masterplan – Cost Plan

An updated cost plan should be prepared based on the current design with clear assumptions and exclusions.

Linking Council Projects

- Pedestrian access – the drawings indicate a pedestrian access to Moss Vale, however, google maps indicate no pavement on part of this route. Can this be either fast-tracked or become part of the works if funding is secured?
- Cycle routes – there are a number of proposed cycle routes which will connect to Lackey Park in the future. Can this be fast-tracked or become part of the works if funding is secured?

6.6 Recommendation – Lackey Park Masterplan – Linking Council Projects

Review priority of adjacent pedestrian and cycle projects to maximise benefits from active transport and integration with other WSC strategies.

7. Basketball – Indoor Sports Centre Review

The Otium report of 2017 provides a great basis for the design of the SHMISC; however, it appears that the current concept has moved away from the original briefing and recommendations. We recommend a dialog with Moss Vale District Basketball Association (MVDBA) to understand the drivers for these changes and building size increase. In addition, we believe that services, parking and traffic should be reviewed and that an updated cost plan be requested from MVDBA. Finally, we recommend that WSC consider developing an MOU with MVDBA for this project, review potential operational models (including the Basketball Stadium and Lackey Park) and conduct preliminary financial modelling to understand the operating model sustainability.

Background

The current Basketball Stadium has 2 courts and associated amenities such as canteen, office and function room. The centre is managed by the MVDBA (affiliated with Basketball NSW). The centre is well used during peak times and there is little capacity for other sports during these time¹. Other organisations which use the facility currently include local schools, training camps and development programs, major events and tournaments.

According to the concept report, basketball participation rates are significantly higher than those of Basketball NSW, and in terms of members per court, are more than double other regional areas and almost double the state average rate¹. This has been attributed to the local climatic conditions favouring indoor sports. The brief has been developed in consultation with the proposed users, associations and SSO's.

The future users would include:

MVDBA – main user, year-round.

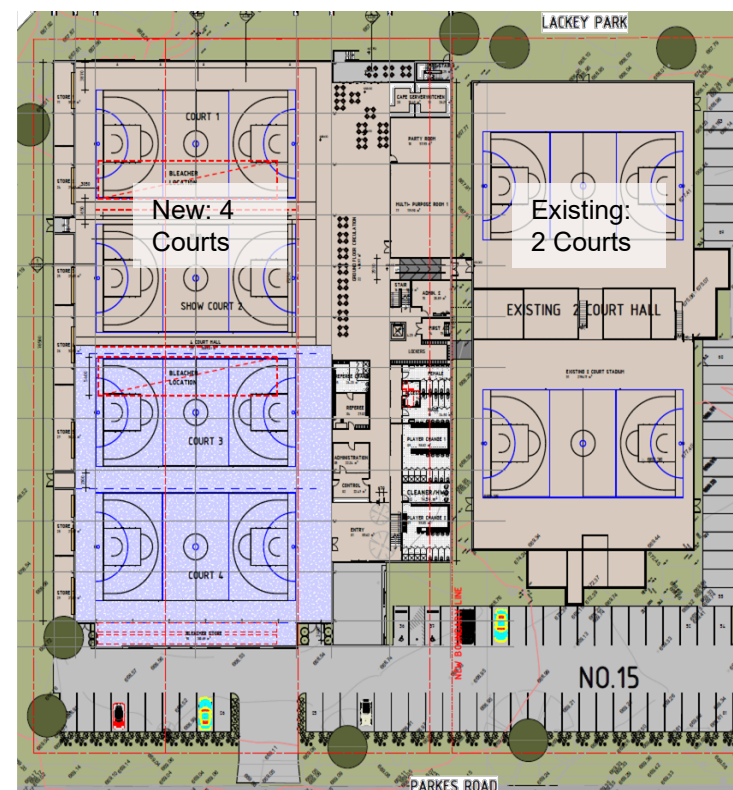
Futsal - competitions (higher use in summer)

Netball - competitions (higher use in summer)

Hockey – competitions (summer)

Other Community / general use – training, holiday programs, on trend recreation activities, community rooms, offices etc.

Events – This facility provides an indoor tournament venue in the Southern Highlands and opportunity to tap into the sports event market providing content and economic activity to the region. It is estimated that at least 4 larger basketball and hockey events could be secured every year²



1. Otium, Moss Vale & District Basketball, Feasibility and Concept Design Report, Southern Highlands Multi-Purpose Sports Centre, 2017
2. Michael Connell & Assocs. (Mca), Economic Impact Assessment: Southern Highlands Multi-Purpose Indoor Sports Centre

7. Basketball – Indoor Sports Centre Proposal Review



SHMISC Proposal

The original proposal was developed in 2016 and the needs, market assessment, facility concept and business model are documented in the Otium¹ report. Since then the concept has been developed into a set of drawings which have been prepared by the Facility Design Group². During this period there have been a number of developments to the design including an increase in the size of the facility and an increase in the number of courts. If the WSC are going to take a more active role in the responsibility for funding, operating and maintaining of the facility as part of the Regional Sporting Hub, then the comments below can be used as a starting point to ensure that the design is cost effective and realizes the maximum benefits for the community.

Design and Schedule of Accommodation

The original brief developed by Otium¹ had a different arrangement of courts (3 instead of 4) and did not include some of the spaces currently shown on the drawings dated 2019². The original drawings had a estimated total building area of 4,446m² and the current drawings appear to have nearly 6,000m² of internal area and four courts, and increase of almost 35%. The width of the building has also increased significantly. The original cost plan by Turner and Townsend¹ had a total cost of \$11.2m for phase 1 and phase 2, and no further costing information has been provided during this project.

7.1 Queries and comments on the design

- Is there an updated cost plan. How has the cost of the additional area been captured?
- The floor plan appears to relatively inefficient with lots of space dedicated to circulation and storage spaces. What is driving this?
- Where is the plant room for the new facility – the only mention is hot water plant combined with the cleaner room?
- Width between courts reduced, limiting clearances & viewing opportunities. Is there sufficient clearance between the courts for competition?

- Café location is very internal with little access to natural light and outdoor space.
- Multi-purpose room could be better located close to the entry for ease of access and set up.
- Some functions could be moved to improve operations such as the first aid room hidden behind the lift and the control room away from the show court.
- The mezzanine floor contains 9 consultation rooms, a second multi-purpose room, kitchen and cool room. Is there market demand for these spaces?
- The gap between the existing and new building looks to be less than 6m and will have fire implications/add cost.
- Does the flooring change restrict use? For example will it restrict use for multi-team competitions?
- Maximise landscaping, replace any trees removed, plant additional trees. Ensure parking areas have shade and green cover.
- Are there any environmental or habitat issues?
- Have ESD principles been integrated into the design?
- The access and address to Lackey Park is poor if this building is to be an integrated sporting hub, see also integration later in the report.
- Deliveries, waste storage and collection, is not clear.
- Overall the original design appears to be more cost effective. The rationale behind in the increase in the size of the facility needs to be understood. For example from 3 to 4 courts, second multi-purpose room etc.

1. Otium, Moss Vale & District Basketball, Feasibility and Concept Design Report, Southern Highlands Multi-Purpose Sports Centre, 2017

2. Facility Design Group Architecture & Construction Plans and elevations, dated August 2019

7. Basketball – Indoor Sports Centre Proposal Review

7.1 Recommendation: Indoor Sports Centre – Design

A dialogue should be started with MVBDA to understand the drivers for the design and increase in size of the facility. In addition there needs to be conformation of the total cost for the current design.

Services and Utilities

There is no information provided on services or infrastructure in the basketball documentation. It is also understood that the proposed site is subject to flooding and significant enabling works will be required. In addition there may be a requirement to raise the building/thresholds, which could add cost.

7.2 Recommendation: Indoor Sports Centre – Services and Utilities

Services and infrastructure requirements should be developed, including engineering advice to firm up costs.

Parking and Access

It is understood that a traffic study is being undertaken to understand the impact on local traffic, junctions and access points. It is also recommended that the parking is coordinated across the whole site to ensure adequate day to day parking, with event parking shared across both sites.

7.3 Recommendation – Indoor Sports Centre – Parking and Access

Undertake a traffic study, car parking co-ordinated across the whole site and vehicle access review.

Land Ownership and Zoning

The new centre is located on land owned by the MVBDA which crosses two different zones, Private Recreation (RE2) and Residential (R2). Based on the LEP 2010 both these zones allow for indoor and outdoor recreation facilities.

7.4 Recommendation - Indoor Sports Centre – Land Ownership and Zoning

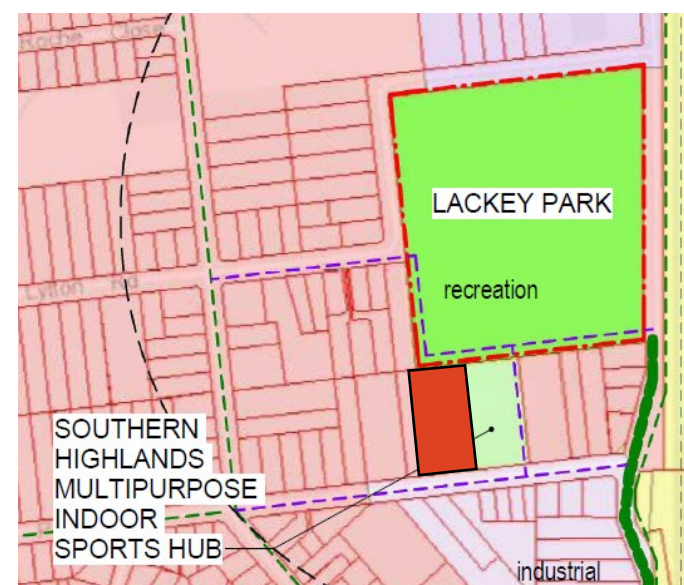
If the WSC will take on the responsibility for funding, developing, operating and maintaining the facility then land transfer options should be explored.

The existing basketball stadium

The basketball documentation indicates a preference for the ownership and operation of the existing centre to remain in the hands of the MVBDA. However, large competitions may need more than 4 courts, and there are benefits in terms of revenue potential and operational efficiencies to be gained running a larger facility. The WSC should review all management options to ensure that the operation and ownership model chosen provides best value to the community and WSC.

7.5 Recommendation – Indoor Sports Centre – Basketball Stadium

Ensure that the ownership and operation of the existing facility is considered as part of the review of the management options for the new centre and Regional Hub more broadly.



Zoning: SHMISC site shown in red

7. Basketball – Indoor Sports Centre Proposal Review



Operating Model

A number of different management models could be used for the new centre. These include:

- In-source management:
 - In house management by WSC
 - Section 355 committee of management
 - License agreement between WSC and users/sporting partners
- Out-source management
 - Management contract
 - Lease agreement

The management model analysed in the Otium report¹ is that both centres are managed as one centre. WSC leasing the existing centre from MBVA and running both sites as one being seen as the most practical solution.

The Otium report highlights that facilities with less than 3 or 4 courts have a lower income generating capacity, and that four or more courts are needed for financial viability. Office of Sport in discussions commented that 6 courts provided a good basis for a commercial operation, with the ability to garner interest from operators such as PCYC. This would indicate that the council should if possible, operate both venues, or at least have a commercial arrangement in place for any events that need more than 4 courts.

7.6 Recommendation – Indoor Sports Centre – Operating Model

The WSC should undertake a review of preferred operational models for the proposed facilities to enable maximise efficiency, utilisation and community benefits. This should include an assessment of the realistic revenue potential for future third party operators and options for the Sporting Hub extent including the existing basketball stadium.

Costing

A number of items are excluded from the Turner and Townsend costing in the Otium report¹, including:

- Adverse soil conditions including contamination
- Cost escalation beyond September 2016
- Staging costs
- Services - Upgrading to infrastructure, service diversions, stormwater detention/retention.
- FF&E
- Car Parking
- Works to the existing stadium

Note that any funding application will need to include many of these costs in order to ensure that the WSC does not end up with a budget blow out or cost saving measures that erode community benefits. We also know that some further investigations have taken place since this budget was prepared (e.g. geotechnics).

By way of comparison, the recently opened Shoalhaven Indoor Sports Centre has 4 courts including a permanent show court, an area of 5,675m², cost \$16.4m.

7.7 Recommendation – Indoor Sports Centre - Costing

It is recommended that an updated cost plan is provided to take account of the recent investigations, design updates and sufficient allowances made for any outstanding risks.

1. Otium, Moss Vale & District Basketball, Feasibility and Concept Design Report, Southern Highlands Multi-Purpose Sports Centre, 2017

8. Combined Project – Regional Sporting Hub

The combined Sporting Hub has great potential. We recommend that a combined masterplan is developed as this will enable WSC to respond to precinct considerations, maximise opportunities across the site and appeal to potential funders.

The current designs for both Lackey Park and SHMISC have been developed in relative isolation and do not fully integrate with each other. The combination of the two projects into a sporting hub can provide efficiencies, appeal to potential funders such as Office of Sport and ensure the community has a high-quality sport and recreational facility for years to come.

In order to maximise the value delivered and sell the Sporting Hub to potential funders it is recommended that the projects are consolidated into a combined masterplan. During this process consideration should be given to the key constraints and opportunities at a precinct level.

Precinct Considerations

The following considerations should be considered as part of the combined masterplan:

- Precinct 'front door'. This needs to be a highly visible and provide an arrival point for visitors to the 'precinct'. There may be multiple entry points required, but one main arrival point addressing the main road and approach would be preferable.
- Pedestrian and vehicle interconnection points between the two facilities.
- Review of facilities for double up/competing commercial spaces. In particular the food and beverage offerings and function spaces. Ensure there are differentiated so they do not compete with each other.
- Integrated signage and wayfinding to ensure consistent experience for visitors.
- Co-ordinated external areas with a consistent palette used for landscaping, hard surfacing, street furniture etc.

Opportunities

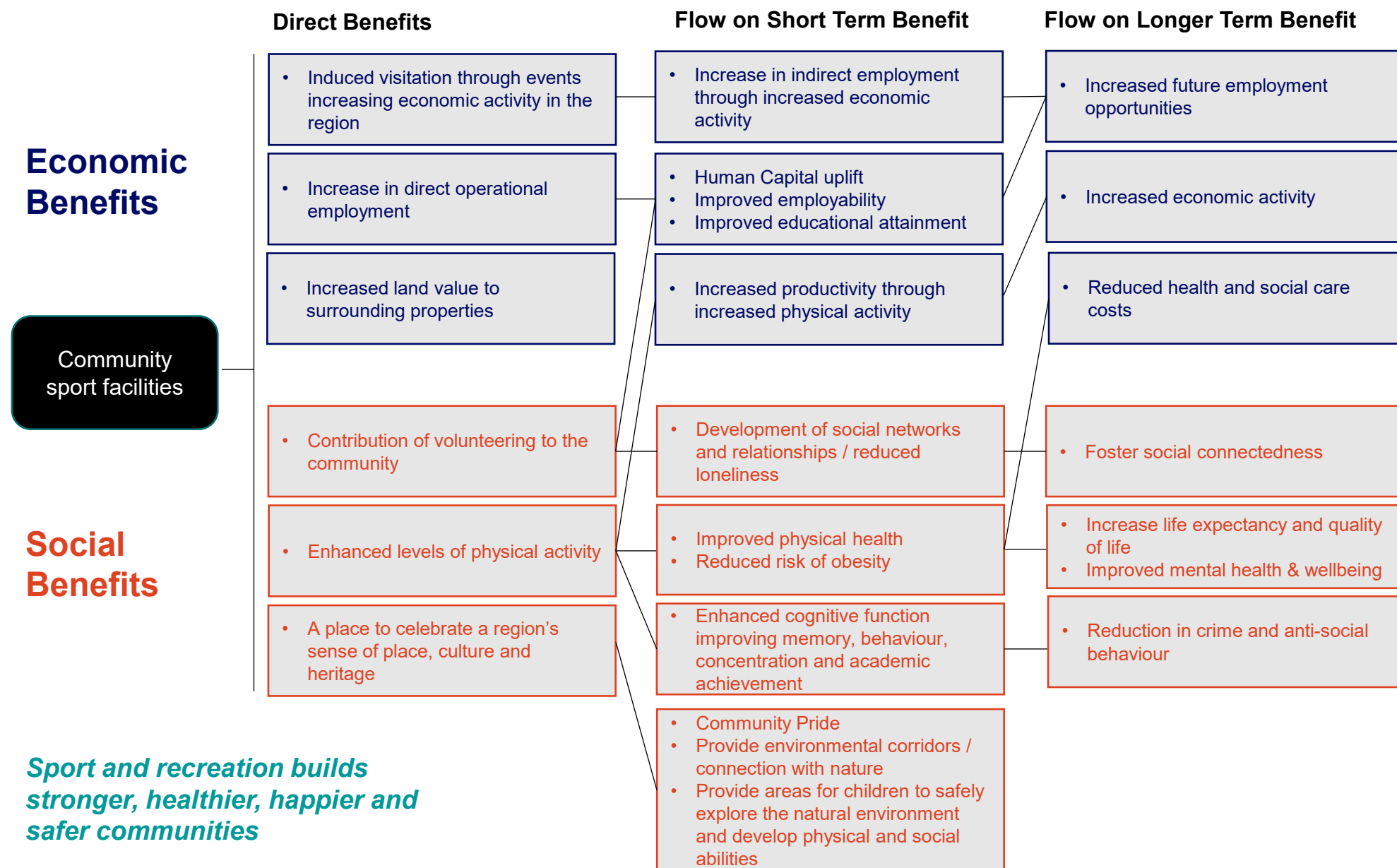
Opportunities to explore as part of the combined masterplan process include:

- Rationalized and integrated access, traffic and parking.
- Ability to share utilities and infrastructure for example combined stormwater infrastructure, rainwater storage, power, waste compound etc.
- Ability to share services on a precinct level and generate economies such as cleaning, catering, maintenance, grounds.
- Integrate Indoor Centre into the walking track/fitness loop.
- Relocate cricket nets to be more central between the venues.
- Provide external courts (basketball/netball) in zone between facilities courts if parking can be rationalized. This can be used for parking at major events.

8.1 Recommendation – Combined Project Regional Sporting Hub

Develop a combined masterplan so that WSC can respond to precinct considerations and maximise opportunities across the site and appeal to potential government funding partners.

9. Direct and Indirect Benefits



10. Project Roadmap

This roadmap outlines the next phases of the project along with the potential process for a grant funding application. At a minimum we recommend that WSC consider Lackey Park as the first stage of a longer-term Regional Sporting Hub masterplan for the site for funding purposes. This will demonstrate to government a co-ordinated long-term view which maximises the overall benefits to the community and NSW over time. The next steps are captured below which also include the key recommendation actions made for each of the sites above, along with the business case process and timing.

Introduction

It is expected that based on the estimated total cost and low risk level that this project will not need to follow the NSW gateway process and only need a Strategic Business Case. It is worth noting that any expenditure made prior to the allocation of funding is likely to be a sunk cost and will not be reimbursed, should funding be received.

In terms of the funding application, the project could be rolled into one larger staged precinct proposal including:

- The Regional Sporting Hub: Lackey Park Oval masterplan + SHMISC + Basketball Stadium
- Community Oval re-development

This approach will demonstrate the maximum level of benefits over the long term due to the utilisation and multi-purpose nature of the Hub and the Community Oval facilities.

Alternatively, WSC could concentrate on the Lackey Park Component of the Hub only and develop the business case around those benefits. This minimises risk by limiting the funding application to those projects fully in the control of the WSC. However, it is still recommended that there is an overall precinct masterplan prepared to illustrate the long-term strategic plan WSC have for sport and recreation at the site.

Roadmap

The section below outlines a short horizon program for the project up to the point of funding application. It is noted that the current timing of the project means that it may have missed the window of opportunity for the 2021 budget cycle. However, it may be possible to gain funding through an infrastructure stimulus package.

Phase 1: Design Update and Sporting Hub Masterplan Consolidation (Oct & Nov 2020)

1A Lackey Park Masterplan Update (Nov 2020)

- Review design including general design, services, parking and access, event opportunities
- Appoint consultants to review key areas of risk: Civil & Stormwater, Structure, Building Services, Traffic.
- Quantity Surveyor to update/review previous cost plan based on current masterplan.
- Consider associated opportunities:
 - Community Oval as Stage 2, when NRL have vacated.
 - Show Pavilion when Gymnastics relocated.
 - Aboriginal cultural heritage opportunities
 - Linking projects (cycleway and pedestrian access)

10. Project Roadmap

1B SHMISC Assessment (Nov 2020)

- Engage with MVDDBA with respect to:
 - Their design changes, services and utilities, stormwater, parking and access.
 - Obtaining an updated cost plan based on the current concept

1C Sporting Hub Masterplan (Nov-Dec 2020)

- Develop a consolidated site masterplan including Lackey Park and SHMISC.
- Explore synergies and opportunities
- Develop operational options and consolidated commercial model including event opportunities.
- Explore land ownership options
- Develop long-term development program

Phase 1D Stakeholder Engagement (Dec-Feb 2020)

- Start discussions with MVDDBA on MOU, land ownership, existing basketball stadium and preferred operational models.
- Develop a briefing document to sell project to likely sponsors and key parties, such as Office of Sport, local members of state and federal parliament and other key parties. Workshop the key messages. High level quantification of the direct and indirect benefits.
- Initiate stakeholder engagement to socialize the updated designs and Sporting Hub Masterplan, along with key messages. This should include potential funders, sponsors and key stakeholder groups.

Phase 2: DA and Funding Application

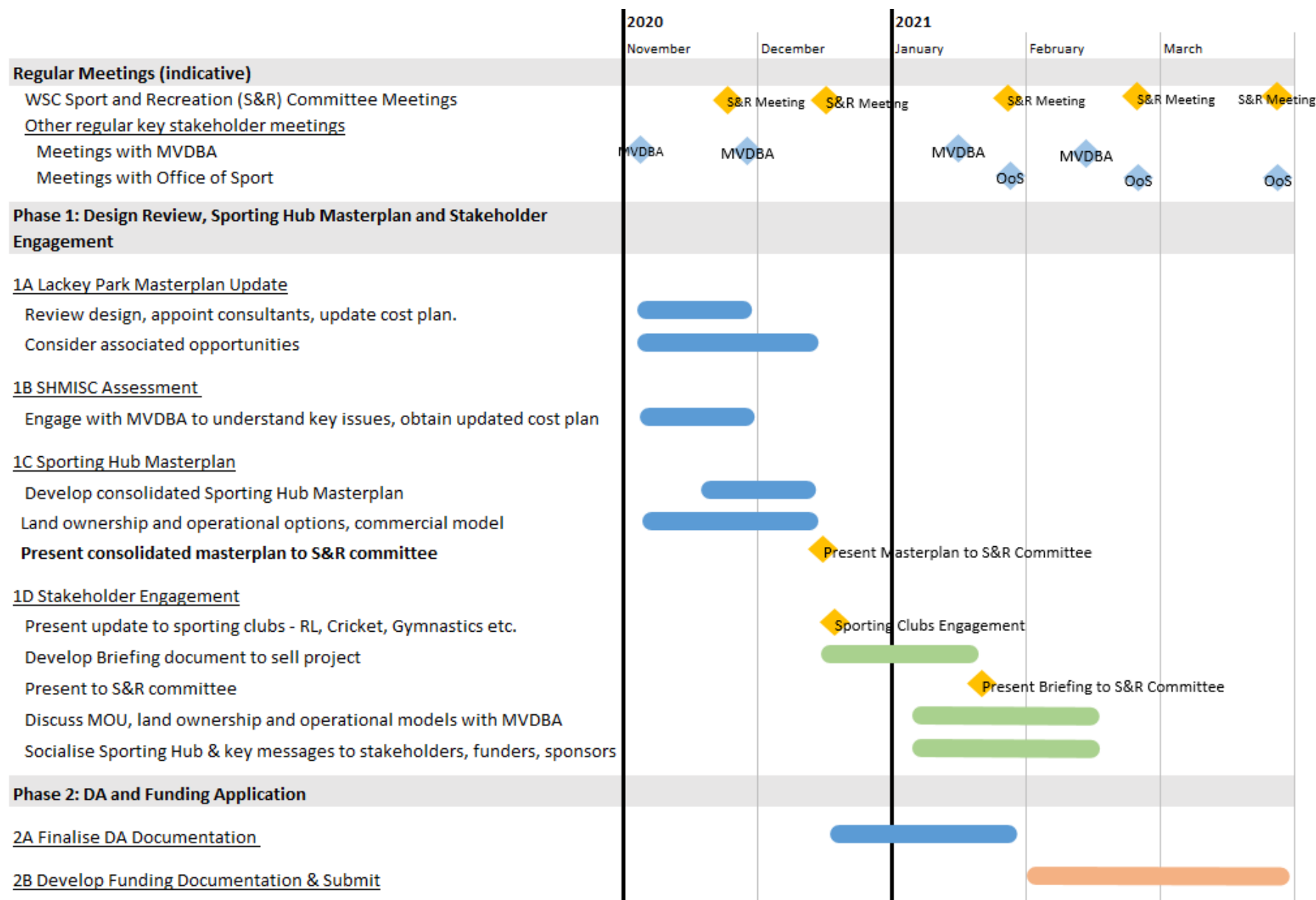
Phase 2A: Finalize DA Documentation (Jan 2021)

- Based Phase 1, finalise DA documentation and submit applications

Phase 2B: Develop Funding Documentation and Submit (Feb-March 2021)

- Assuming appetite from government and suitable funding source available, prepare funding documentation. This will need to articulate the need and benefits of the project. A Business Case may be required, depending on the funding level requested and perceived risk, which would include at a minimum the case for change and a cost benefit analysis (economic appraisal)
- Present case to Government via project sponsor.

10. Project Roadmap



11. Recommendations

3.1 Recommendation: Drivers - Facilities for the Community

It is recommended that following the relocation of Highland Storm to Lackey Park that Community Oval is repurposed as a community park providing a diverse and inclusive set of facilities such as seniors playground, inclusive playground, destination playground and skate park.

3.2 Recommendation: Show Pavilion, Moss Vale Showgrounds

It is recommended that WSC discuss the opportunities for the Show Pavilion with the Moss Vale and District Agricultural, Horticultural and industrial Society to see if further community benefits can be derived.

3.3 Recommendation: Alignment - Community Strategic Plan

In addition to the above it is recommended that the WSC explore ways in which the project could deliver on strategy 2.3.2: Acknowledge and respect our Aboriginal cultural heritage and people. This could be in the form of an aboriginal heritage interpretation strategy with practical implementation such as information boards along the walking track. Office of Sport highlighted this as an important part of diversity, inclusion and heritage.

3.4 Recommendation: Alignment – Sports Infrastructure Strategy

The future WSC's Sports Infrastructure Strategy needs to incorporate the Lackey Park Regional Sporting Hub.

3.4 Recommendation: Alignment – NSW Office of Sport Strategies

In this project the consideration of alignment has been focused on the WSC Strategic Plan and the Office of Sport strategies discussed above. Moving forward this will need to be extended to consider broader government policies such as the Premiers and State Priorities. Illustrating alignment with government priorities and policies will be key for any funding applications.

5.1 Recommendation: Stakeholder Consultation General

It is recommended that following the consolidation of the proposal, WSC take an active approach to stakeholder engagement. This should include briefing the various parties on the current status of the Regional Hub project in addition to the Lackey Park Masterplan. The Office of Sport should be engaged regularly, both at a local level and through their infrastructure team as they are likely to be a key party for state funding. Similarly, local members should be briefed on the benefits of the proposal.

5.2 Recommendation: Stakeholder Consultation MOU

Due to the critical nature of the relationship with the MVDDBA on this project, it is recommended that a MOU is developed between the parties to clarify the responsibilities and expectations of the relationship. The SHMISC is a critical part of the Regional Sporting Hub, and good communication will be critical to ensuring understanding and alignment between the two parties and projects.

11. Recommendations

6.1 Recommendation – Lackey Park Masterplan - Design

Review the design to ensure maximum benefits and best value to WSC.

6.2 Recommendation – Lackey Park Masterplan – Services & Utilities

Services engineering review to ensure all major cost items scoped. Civil engineer to review the sewer, stormwater/flood protection strategy to ensure that the required areas are protected, and adequate allowance has been made for any flood protection measures/retention.

6.3 Recommendation – Lackey Park Masterplan – Parking and Access

Undertake a traffic study, car parking optimisation and vehicle access review.

6.4 Recommendation – Lackey Park Masterplan – Event Opportunities

As part of any operational analysis and commercial model consider the potential events that could be hosted at the site.

6.5 Recommendation – Lackey Park Masterplan – Cost Plan

An updated cost plan should be prepared based on the current design with clear assumptions and exclusions.

6.6 Recommendation – Lackey Park Masterplan – Linking Council Projects

Review priority of adjacent pedestrian and cycle projects to maximise benefits from active transport and integration with other WSC strategies.

7.1 Recommendation: Indoor Sports Centre – Design

A dialogue should be started with MVBDA to understand the drivers for the design and increase in size of the facility. In addition there needs to be conformation of the total cost for the current design.

7.2 Recommendation: Indoor Sports Centre – Services and Utilities

Services and infrastructure requirements should be developed, including engineering advice to firm up costs.

7.3 Recommendation – Indoor Sports Centre – Parking and Access

Undertake a traffic study, car parking co-ordinated across the whole site and vehicle access review.

7.4 Recommendation - Indoor Sports Centre – Land Ownership and Zoning

If the WSC will take on the responsibility for funding, developing, operating and maintaining the facility then land transfer options should be explored.

7.5 Recommendation – Indoor Sports Centre – Basketball Stadium

Ensure that the ownership and operation of the existing facility is considered as part of the review of the management options for the new centre and Regional Hub more broadly.

11. Recommendations

7.7 Recommendation – Indoor Sports Centre – Operating Model

The WSC should undertake a review of preferred operational models for the proposed facilities to enable maximise efficiency, utilisation and community benefits. This should include an assessment of the realistic revenue potential for future third party operators and options for the Sporting Hub extent including the existing basketball stadium.

7.8 Recommendation – Indoor Sports Centre - Costing

It is recommended that an updated cost plan is provided to take account of the recent investigations, design updates and sufficient allowances made for any outstanding risks.

8.1 Recommendation – Combined Project Regional Sporting Hub

Develop a combined masterplan so that WSC can respond to precinct considerations and maximise opportunities across the site and appeal to potential government funding partners.



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