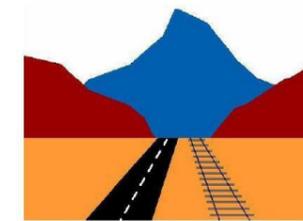


# Quorn Oval Master Plan

Creating a Sense of Place for the  
Community and Visitors of Quorn

Draft Report  
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Prepared For



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Ranges Council**

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In Association With



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### 1 Background

#### 1.1 The Flinders Ranges Council

The Flinders Ranges Council covers an area of 4198 square kilometres and has a population of approximately 1940 residents the majority of which live in Hawker and Quorn (Figure 1). Historically the area's economic backbone was provided by wool and sheep production until its downturn, tourism is now providing the area with a new opportunity to grow with Hawker and Quorn being important service towns for visitors heading into and back from the Flinders Ranges. Another opportunity on the horizon is mining; this industry coupled with tourism has the potential to provide a solid base for employment and economic growth for the area moving forward.

#### 1.2 Project Background and Aims

With the main population residing in Quorn and Hawker, The Flinders Ranges Council acknowledges the need to ensure open space is managed in a manner that is practical, meets the community's needs and is sustainable for future generations. It has therefore realised the significance of the Quorn Oval (Figure 1) as the main sporting precinct in the district and has commissioned this study to ensure infrastructure and clubs are sustainable whilst at the same time addressing the growing demand for tourism in the region.

The aim of the project is therefore to integrate existing uses of the oval with potential uses to enhance access and a sense of place for the community. Particular focus should therefore be given to:

- Optimising land uses for community sport including the potential relocation of some sports to the precinct
- Creating opportunities for passive recreation and community access
- Enabling the growth and development of community events
- Preserving the cultural and historical significance of the area
- Creating opportunities for tourism
- Linking with neighbouring land parcels including the golf course and caravan park
- Ensuring sustainable design and optimal use of facilities at the site and surrounding land.



Figure 1: Quorn Township with Oval area highlighted

### 1.3 Strategic Alignment

A review of the council's documents has been undertaken to identify alignments with strategic outcomes of the master plan with the following being a summary of findings.

#### 1.3.1 Strategic Management Plan 2006- 2011

##### Key Result Area:

- 2.3 Improve the visual amenity of all towns – Provide well maintained active and passive recreation areas that meet community needs.
- 2.5 Prudent Management of community assets – Prepare and adopt an Infrastructure and Asset Management Plan (IAMP).
- 4.1 Accessible community and personal services – Develop and implement a recreation facilities plan that meets the realistic recreation and social developments needs of our community.
- 6.2 Sport and recreation facilities that meet the needs of our youth – Facilitate youth participation in sport and recreation programs and events.

#### 1.3.2 Community Land Management Plans 2005

##### Policy and purpose:

Development of reserves for the enjoyment of the public which can include but is not limited to:

- Access roadways, walking trails, footpaths, and parking areas
- Playground equipment
- Public Toilets
- Landscaping
- Irrigation of greened areas
- Planting of appropriate trees
- BBQ facilities
- Recreational facilities and equipment i.e. playgrounds
- Infrastructure that adds to the enjoyment of the public i.e. shade provision, park furniture, etc.
- Racecourses and associated facilities
- Public lighting
- Public parking areas
- Without public consultation lands the whole or part of any community land may be leased for periods not exceeding five (5) years for sporting or related purposes whether or not a fee for use

of or access to the reserve is charged by the lessee. Leases greater than five calendar years in term must be dealt with in accordance with Council's consultation policy.

#### 1.3.3 Development Plan – Consolidated 2008

##### Objectives for Open Space and Recreation:

- The creation of a network of linked parks, reserves and recreation areas at regional and local levels.
- Pleasant, functional and accessible open spaces providing a range of physical environments.
- A wide range of settings for active and passive recreational opportunities.
- The provision of open space in the following hierarchy:
  - State
  - Regional
  - District
  - Neighbourhood
  - Local.

### 2 Quorn Oval

#### 2.1 Site Features

The oval is the main sport and recreational space for the town and is located on the town's parklands and in a straight line is approximately 500 metres from the centre of town.

The oval has had a number of developments and improvements to the site and has largely occurred in response to the local climate, community needs and demands as well as pressures placed on sporting and recreational groups.

An audit of the infrastructure at the Oval has identified the following key structures (figure 2):

Adjoining the oval is the Quorn Caravan Park which provides caravan and camping sites as well as cabin accommodation for tourists and travellers. The caravan park has access to the Oval via a footbridge with lockable gate.

#### 2.2 Site Users

The existing formal users at the precinct have not changed dramatically over recent years. The only exception is the Quorn Wolves Football Club which was disbanded approximately five years ago and no senior football has been played in Quorn since. Other community groups hire facilities from the existing tenants but the core lessees at the precinct include:

- Junior Football
- Cricket

The Show Committee also utilises the oval once a year for its show which occurs on the 2nd Sunday of September every year. The show provides an opportunity for the region to show livestock, arts and craft, side shows and entertainment. It attracts approximately 1000 people from the region to each year's event. The committee has invested in the oval site with underground power for the sideshow site and upgrades to the community hall.

#### 2.3 Sport and Recreation in Quorn

Sporting infrastructure in Quorn is located at a number of sites around the town (figure 2).

Tennis / Netball, Bowls and Swimming have the potential to be relocated to the oval when the assets are due for replacement or earlier if grant funding can be secured.



*Oval seating and Grandstand*



Figure 2 Legend

Shed	
Clubrooms	
Community Hall (with memorial facade)	
Grandstand	
Oval	
Toilet block	
Poultry Shed	
Caravan Park	
Tennis / Netball	
Bowls	
Golf	
Swimming	
School - Oval and Sports Hall.	
Stockyard Arena	
Oval plan area	

Figure 2: Sport and Recreation Infrastructure in Quorn

### 2.4 Operational Management

The current operational management and maintenance for the oval and its surrounds is undertaken solely by the council.

Current users of the oval include the Cricket Club and Junior Colts (Football) both of which have leases in place for seasonal use of the oval and facilities. At the time this Master Plan was being prepared (November 2010) there was no management (governance) group for the Oval with each group utilising the facilities under their own direction and need. A sporting association was piloted in the late 1990's but failed to eventuate.

The Community Hall is hired to groups and individuals with the Show Society having exclusive use of the Hall and Oval once a year. The Show Society has also invested in the provision of infrastructure for the annual event held at the oval to include storage sheds and powered sites.

### 2.5 Consultation

Consultation was undertaken with a number of stakeholders that currently or would like to relocate to the Oval if an upgrade can cater for their needs. The following is the feedback solicited from these identified groups during individual meetings conducted at Council in October 2010.

#### 2.5.1 Caravan Park

The caravan park provides a variety of accommodation for travellers and tourists heading into or returning from the Flinders Ranges. Set alongside the Quorn Oval it has had a close working relationship with events held on the oval as well as providing visitors with a space to utilise whilst staying at the caravan park.

The owners are supportive of consolidating the sporting infrastructure into the oval site and have also shown interest in sharing facilities, which may include the management of certain pieces of infrastructure, for example the swimming pool.

#### Opportunities:

- Open to suggestions regarding shared pool and leisure facilities.
- Would consider facilities to be located within the caravan Park but need to consider public access and management.
- Thoroughfare through the park has been a problem in the past as the park sits in between residential housing and local pubs.

### 2.5.2 Quorn Amateur Swimming Club

The Quorn swimming pool is a 6 lane 25metre Council managed facility and has just received a significant \$200k upgrade. The facility itself includes change rooms and a kiosk and is staffed Nov – March each year with the following hours:

Table 1: Pool opening hours

Week	<ul style="list-style-type: none"><li>▪ 7.00am – 9.00am</li><li>▪ 3.30pm – 5.00pm</li><li>▪ 5.00pm – 6.30pm (Club training)</li><li>▪ 6.30pm – 8.00pm</li></ul>
Weekend	<ul style="list-style-type: none"><li>▪ 2.30pm – 8.00pm</li></ul>

Pool entry is covered by a flat \$4 entry fee or alternatively a season ticket is available.

The club trains every night during the season and currently has 40 registered members (all juniors) and is expecting the coming season (2010/11) to be the biggest yet.

The council, with the new upgrades to the facility, estimates that there is approximately 15 – 20 yrs left on the life of the asset.

#### Opportunities:

- Open for private hire
- Potential partnership with Caravan Park
- Need to consider community access and older adult's entry (solar blanket)
- Never had a clubroom but this would be good to showcase memorabilia and presentations etc.
- Need a minimum of 5 lanes

### 2.5.3 Quorn Bowling Club

In 1936 the bowls club moved from the Oval to current position on Railway Terrace. The club currently has 50 members (40 male 10 female) with 24 members playing pennant every Saturday from Mid Oct – Late March. The average age of the club is around 60 years of age and membership has been declining over the last few years, mainly women. Night owls is played every Thursday evening during daylight savings and has good attendance with players aged 20 years plus.

A new synthetic green was laid 9 years ago and at the time had a 10 year asset life but with good maintenance from the club it is anticipated it may have at least 5 more year's life.

The Clubrooms holds approximately 70 people and has a license for 120.

#### Opportunities:

- If facility is equally as good no problem with moving.
- Basic requirements
  - 1 green
  - Optimum 70 – 120 capacity for clubrooms
  - Storage facility
  - Licensed
  - Synthetic
  - Lighting
  - Facility next to green
- Irrigation and water questioned: Council dam to be fixed.
- Support Sports Association model at the Oval.

### 2.5.4 Show Society

The Quorn show is held on the 2nd Sunday of September every year and attracts approximately 1000 people from the Council area. The show incorporates a variety of events and entertainment for the community, such as:

- Equestrian events
- Livestock judging
- Arts and crafts
- Side shows
- Music

The show is entirely contained within the confines of the Oval and its surrounds.

#### Opportunities:

- Support the concept of a good sports centre in the community
- Would consider moving if facilities are the same if not better. New buildings if relocated, would need to include:
  - Catering facilities
  - Show Hall 20x30
  - Chicken shed 20x104
  - Car parking is an issue
- Would consider new locations for the Equestrian events currently held on the Oval.
- Potential to use land to the east of the road.
- Potential for land adjacent to stockyard
- The show Society where asked if the Racecourse would be a possible location for future shows but this was rejected as the site is too dirty and dusty and not ideal for access.

### 2.5.5 Quorn Sporting Association

The Quorn Sporting Association (QSA) was established from the need to have the sporting facilities managed and maintained to a level that would support local participation but also be a high enough standard to host sporting leagues in Quorn. The membership of QSA is as follows:

- Tennis (Not incorporated)
  - All juniors
  - Seniors play at Wilmington
- Netball (inc)
  - 7 seniors / 6 junior teas
  - 3 Friday night comps teams coming from Port Augusta
  - Would prefer link with the Spencer Gulf League
  - Need courts next to football.
- Cricket (community hall)
  - 1 A grade, 2 B grade and 2 junior teams (5 teams)
- Football
  - junior teams (U9 , U11)
  - Quorn Wolves no longer exist
  - Northern Areas Football Association and Booleroo Melrose Wilmington (BMW). Some interest from the Spencer Gulf League again.

Issues highlighted by the QSA include:

- Facilities are not meeting the needs of current and future sporting groups.
- Tennis see the benefit of relocating to the oval and centralising facilities
- The town would like to bring back football and involvement with the Spencer Gulf League
- Netball courts need replacing as a priority
- Realise the importance of the show but given it a once a year event:
  - Need to work around the existing infrastructure
  - Obvious location for equestrian is the stockyard arena for show events.
  - The divots created by horses leave maintenance and safety issues

### Opportunities:

- Netball / Tennis courts
  - 1 marked as basketball
  - Courts as close as possible to the oval
- Cricket best it has ever been
- Clubroom
  - Existing change rooms need upgrading
  - Ideal to have women change facilities
- Family / play areas
- Youth areas
- Potential to move the existing hall and clubrooms for more space

### 2.5.6 Stockyard Arena

The Stockyard Arena is located on the north-eastern side of Oval Rd and consists of dirt / sand based arena with associated yards and sheds.

### Opportunities:

- Planning to build toilets at the site.
- Supportive of aligning horse activities on and around their site.

**2.6 Demographics**

The latest ABS population figures from 2009 show a population for the Flinders Ranges Council area of 1784. Comparing data from 2001 to 2009 it can be seen that Flinders Ranges area has a stable population. During this 10 year period the population has risen and fallen, the largest amounts being decreases of 2.4% between 2003- 2004 and 2008- 2009. This is compared to the State of South Australia population which has seen continuous growth between 2001 and 2009 and a 1.2% increase in population during the 2008- 2009 period. This shows the Flinders Ranges region has a lower than state average growth rate per annum.

To give more detailed information on the population statistics of the Flinders Ranges and more specifically the suburb of Quorn, the latest census information from 2006 must be considered.

**Table 2:** Population Statistics

Area	Population 2006	Median age	Indigenous population %	Unemployment rate	Median individual income	Median Family Income
Quorn	1259	45	8.2%	7.4%	337	815
Flinders Ranges (DC)	1730	45	8.3%	6%	357	865
SA	1514337	39	1.7%	5.2%	433	1103

**Table3:** Population Age Details

Area	0-4 years	5-14 years	15-24 year	25-54 years	55-64 years	65 +
Quorn	6%	14.7%	9%	34.6%	15.6%	19.9%
Flinders Ranges (DC)	5.4%	14.3%	8.3%	36.8%	15.7%	19.4%
SA	5.8%	12.8%	13.3%	41.1%	11.7%	15.4%

Table 2 reveals that Quorn’s population is significantly older than the SA average. Quorn’s median age of 45 is 6 years older than the state average of 39. Table 3 shows residents between the 55-64 and 65 and over are disproportionately represented in the suburb or Quorn- much higher than the state average. Quorn also has a smaller percent of residents between the 15-24 and 25-54 age brackets than the state average.

Quorn’s percentage of indigenous residents is far higher than the state average, 8.2% compared to 1.7% and Quorn’s unemployment rate of 7.4% is significantly higher than the state average of 5.2%. Males in particular represent a high percentage of the unemployed with 9.6% compared to SA’s 5.5% out of work. Female unemployment in Quorn is comparable with the State average.

Table 2 reveals Quorn’s weekly income for individuals, families and households is significantly lower than the state averages. This will be partly due to the higher rate of unemployed in Quorn. It also will be due to the high level of residents at retirement age that will be living off superannuation and other investments rather than salary income.

**2.7 Trends and Considerations**

Climate change and its evolving effects on the environment have also influenced the development of the Master Plan in terms of the impacts on the management of the oval. When limited to the parameters of this master plan, the effects of climate change can be addressed by a smarter approach to irrigation practices, the design of oval and conservation of native vegetation and biodiversity assets to maintain sustainable greening and cooling effects for the community areas.

**2.8 Summary of Opportunity**

When assessing the level of demand for facilities and services, a number of avenues are explored to include consultation with both users and non users to determine an ‘expressed demand’. This is also supported with research comprising an assessment of demographic characteristics and projections, industry trends and societal influences which assist in gaining a better understanding of ‘latent demand’ for facilities and services.

Whilst the level of demand may be said to be limited, the following opportunities are summarised as being available and possible at Quorn Oval:

- All sporting clubs consider a move to a central facility beneficial.
- Differing timeframes for a move for example, bowls would prefer to move later and the swimming pool at the end of the asset life. Therefore a staged approach would be beneficial.
- All agreed a move must be for ‘at minimum’ the same or better facilities.
- Show Society reluctant to move off the oval for the show.
- Relocation of horses and livestock off the oval important if sport is to re-establish.
- Use of the area around the Stockyard Arena becoming the central area for horses for the show.
- Tourism opportunities; strategic partnership with the Caravan Park.
- Licensing of any proposed facility will need careful consideration. (town impact)
- Needs to be undertaken without any rates increase – majority (maybe all) through grant funding.
- The governance of the site will be of highest importance throughout all aspects of the Plan.
- Strong leadership and energy is being shown by the Quorn Sporting Association – harness and empower as part of a new management (governance) structure for the oval.

### 3 Master Plan

#### 3.1 Aims of the Master Plan

Council acknowledges the significance of the oval and its place in the community and also recognises that:

- The current facilities are not meeting the demands and requirements of sport
- There is a need to put sport back on the agenda in Quorn to add vibrancy and offer healthy pastimes and outlets for the community.
- The continuing drought conditions placing increased pressure on public irrigation and management practices
- The need to optimise use of open space for a number of competing interests and
- Catering for tourism and encouraging partnerships with agencies and private operators to enhance opportunities.

This master plan is in response to these issues and forms a vision for the precinct for the foreseeable future. It is not a prescriptive 'overnight' strategy but is a desired future as to how the area should look and be managed to ensure optimal use. It therefore acknowledges the current and future needs of the community as well as the need to preserve protect and promote the cultural heritage of the site.

A number of opportunities and uses must therefore be considered within the master plan to include:

- Functional and interactive open space
- Active and passive activities
- Sport and recreation opportunities
- Showcase community events where possible and practical
- Promote the general health and general wellbeing of the community.

#### 3.2 Option Development

To assist in the development of the preliminary options for the oval, findings from consultation were summarised as follows:

- Ageing infrastructure needs attention and where practical replacing to meet modern demands.
- Clubs generally acknowledge that some sharing of facilities may be beneficial but the retention of their identity is crucial.
- Whilst not insurmountable, management will remain a key issue for any shared facility.
- The relocation of horses and livestock off the oval important if sport is to re-establish and centralise at the oval.
- Car parking is warranted and should be considered throughout the master plan and in line with any proposed additional use.
- There is a general unease in relation to the 'loss of control' by some groups with the centralisation of sporting and social facilities.
- Safety and crime prevention is an issue that requires addressing through good design and management particularly along the Caravan Park boundary.
- Open space linkages into the town belt are seen as an opportunity.
- Continued recognition of the memorial significance of the precinct and preservation of its local heritage.

#### 3.3 A Vision for the Quorn Oval Precinct

Establishing a vision for the Quorn Oval Precinct will assist in clearly defining a direction for this valuable parcel of land. The vision is not an overnight strategy but rather a journey in which all stakeholders should be involved with, accept and own for their own benefit and that of the broader community and visitors to the area. The vision therefore states:

**The Quorn Oval Precinct is the home of sport and a district level facility offering active, passive, structured and unstructured opportunity for the community. It is welcoming, safe and inviting and showcases the warmth of the Flinders Ranges.**

### 3.4 Proposed Zoning

Given the findings from consultation and the need to establish a true sense of place for the Quorn community, the oval has been divided into zones (Figure 3) that are meant to meet a number of needs outlined in the vision to include the following:

#### **Sports Zones:**

This area includes the oval, clubrooms, grandstand, netball courts and bowling green. This area would be dedicated to club based sport with the facilities also being available for community events. This area would be under formal lease and hire arrangements. No livestock would be allowed in this zone.

#### **Community Zones:**

These areas include two sites, the first is the potential future location of the swimming pool and the second area is to the north-east of the oval. These areas will have an appeal for the whole community or would be utilised for community events, the second area would provide an area for the annual show.

#### **Native Zone:**

Aligning with the natural flow of the creek line this zone would be managed and maintained for its natural appeal. Development of this zone would be limited managing water flows, plantings, educational / interpretive signage and natural play.

#### **Livestock Zone:**

This zone would be focused on providing the space and infrastructure to support equestrian sport and livestock, particularly as a venue during show time.

#### **Tourism and Connector Zone:**

This zone is important as it will be a point of reference for tourists stopping off as it will link to the oval area and the town centre via a shared trail. Signage would also be part of the zone outlining opportunities for visitors and tourists.

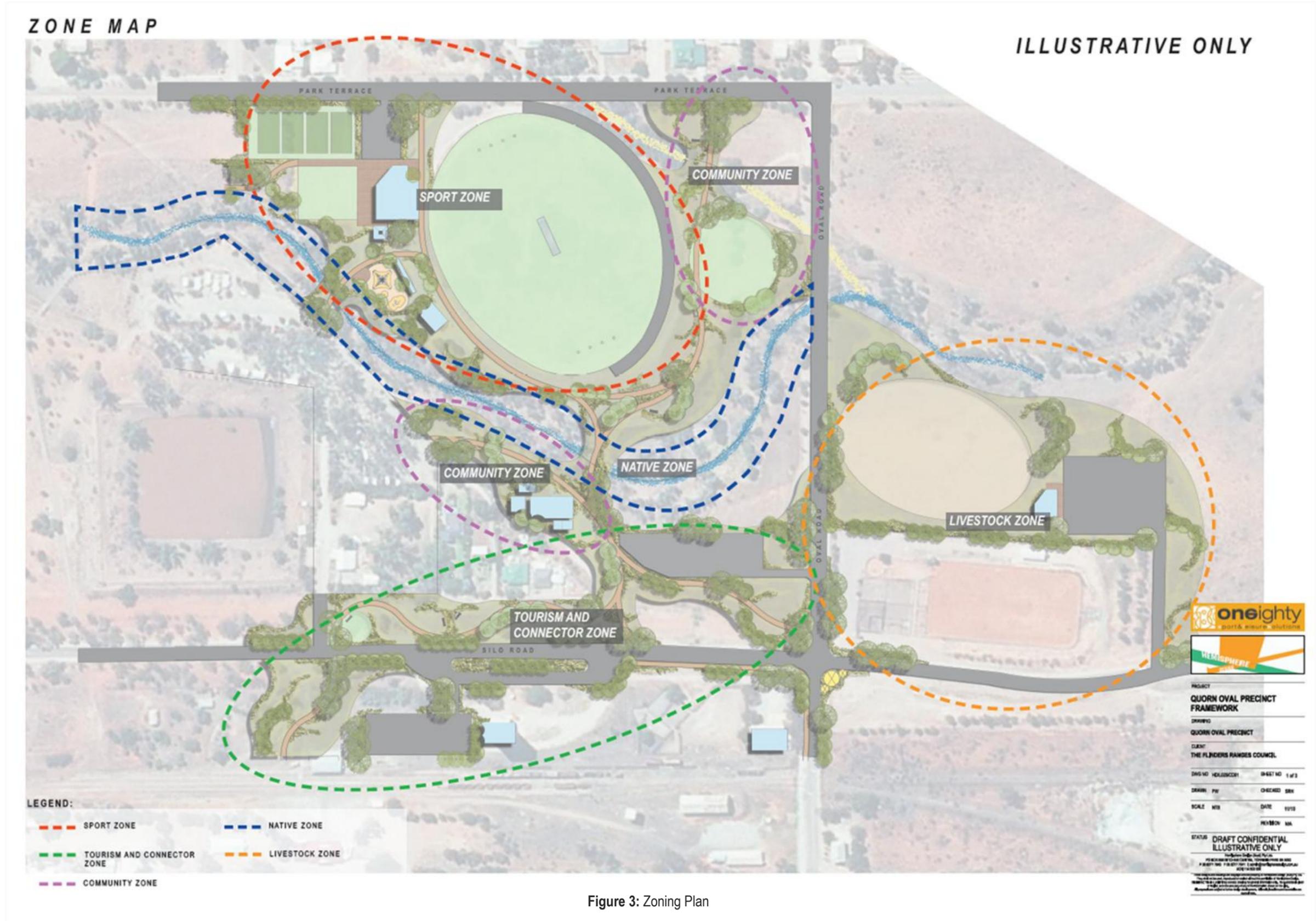


Figure 3: Zoning Plan

### 3.5 Option Development

The proposed opportunities presented largely include the buildings and club room but also addresses the oval surrounds. Specific opportunities within this section of the master plan require further consideration and assessment in relation to ongoing management and a more detailed design at a later stage.

#### 3.5.1 Option 1

Figure 4 on the following page highlights a master plan option highlighting the following components:

1. **Clubrooms:** Demolish existing clubrooms and replace with a centralised facility for cricket, football, netball and bowls and other community groups. It is envisaged that this facility also become a club room and community facility available for functions and events. Clubrooms will include upgraded public toilets.
2. **Netball courts and bowling green:** Relocate the netball club to be co-located with football. The new clubrooms will also offer better viewing and administration for the court area and will also cater for tennis and basketball. The new bowling green will also be relocated next to the netball courts.
3. **Family Area:** Develop a family area on the site of the community hall (retaining the facade) and will include shade structures, play equipment, BBQ and seating so it can be utilised by families.
4. **Swimming Pool:** Relocation of swimming pool to site overlapping into Caravan Park. This will allow for future management opportunities by the Caravan Park for running the pool.
5. **Community Area:** A secondary maintained area for use by junior sport and also at show time for entertainment and side shows.
6. **Livestock Arena:** This area would adjoin the current Stockyard Arena and would be for the specific use of horses and other livestock during the show as well as other horse and livestock events. A new facility would be developed that would accommodate the requirements of the show (including a poultry shed) and the Stockyard Arena.
7. **Car parking:** Formalised car parking would be incorporated into the site.
8. **Shared pathway:** The pathway would make moving around the oval precinct easy and also provide links to the caravan park as well as linking North Quorn with the main town centre. It would also provide a loop that tourists / visitors could use during a stop off in Quorn to stretch the legs.
9. **Cricket nets:** The cricket nets relocated to the area beside the grandstand and oval (site of the poultry shed).

OPTION 1

ILLUSTRATIVE ONLY



Figure 4: Site Master Plan Option 1

### 3.5.2 Option 2

As with the first option proposed the opportunities presented largely include the buildings and club room but also addresses the oval surrounds. This option provides a slightly different configuration than option 1. Specific opportunities within this section of the master plan require further consideration and assessment in relation to ongoing management and a more detailed design as per Stage 2 of the master planning process.

1. **Clubrooms:** Demolish existing clubrooms and replace with a centralised facility for cricket, football, netball and bowls and other community groups. It is envisaged that this facility also become a club room and community facility available for functions and events. Clubrooms will include upgraded public toilets.
2. **Netball courts and bowling green:** Relocate the netball club to be co-located with football. The new clubrooms will also offer better viewing and administration for the court area and will also cater for tennis and basketball. The new bowling green will also be relocated next to the netball courts.
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7. **Car parking:** Formalised car parking would be incorporated into the site.
8. **Shared pathway:** The pathway would make moving around the oval precinct easy and also provide links to the caravan park as well as linking North Quorn with the main town centre. It

would also provide a loop that tourists / visitors could use during a stop off in Quorn to stretch the legs.

9. **Cricket nets:** The cricket nets relocated to the area beside the grandstand and oval (site of the poultry shed).

OPTION 2

ILLUSTRATIVE ONLY



Figure 5: Site Master Plan Option 2

### 3.6 Implementation and Cost Assumption

The following indicative implementation and cost assumptions have been made to assist in guiding the development. It is important to note that these are indicative only and further work would be required when a more detailed site design was undertaken.

Staged projects assume ease of implementation within existing fiscal cycles and/or ability to attract funding via external grants. It is however acknowledged that opportune scenarios will arise and as such some projects may occur earlier than anticipated.

Priority One Projects	\$ Estimate
Netball / Tennis courts x 4	240000
Clubrooms (new)	1750000
Car parking	200000
Landscaping	50000
Shared pathway	80000
Community area – Option 1	30000*
Community area – Option 2	50000
Cricket nets	50000
Livestock arena	20000
Site Services	250000
<b>Sub Total</b>	<b>2690000</b>
<b>Professional Fees (25%)</b>	<b>672500</b>
<b>Stage 1 Total</b>	<b>3,362,500</b>

Priority Two Projects	Estimate
Swimming pool + facilities	1000000
Bowling green	150000
Family area / playground – Option 1	150000
Family area / playground – Option 2	100000**
Landscaping	30000
Car parking	100000
Site services (pool)	100000
<b>Sub Total</b>	<b>1530000</b>
<b>Professional Fees (25%)</b>	<b>382500</b>
<b>Stage 2 Total</b>	<b>1,912,500</b>

Total Estimates			
Stage	Project Totals	Professional Fees	Total
One	\$2,690,000	\$672,500	\$3,362,500
Two	\$1,530,000	\$382,500	\$1,912,500
	\$4,220,000	\$1,055,000	\$5,275,000

\* indicates the lesser amount for the same infrastructure not included in the estimate

\*\* indicates the lesser amount for the same infrastructure not included in the estimate

### 4 Summary and Conclusions

It is evident that Quorn Oval plays a major role in the overall provision of sport and leisure opportunities for the residents and visitors to Quorn. However, much of its infrastructure is in need of upgrading or new development if it is to continue to provide these needs whilst being adapted to cater for the requirements of quality sporting and leisure opportunities for the area.

Also having a negative effect on the facilities at the oval is the decline in volunteer numbers to support and grow sporting clubs. This issue needs attention and the council should consider and adopt a model for resource sharing to include possible centralisation of club administration. However, it is also acknowledged that this would mean a significant paradigm shift for many groups and therefore management models that protect identity and revenue streams whilst reducing the dependency on volunteers will need to be clearly articulated and agreed by all concerned.

In addition to catering for clubs needs there must be a consideration for broader community access and use of the site, particularly for the annual show and the opportunities presented by having the Caravan Park located on the south western boundary. Whilst two clubs currently hold formal management agreements with Council at the oval, this should not be to the detriment of broader community access. Ensuring facilities are optimally located and utilised is therefore a key principle of the master plan and use should not be dictated or dominated by any particular group or use. Again, consideration and continued dialogue with and between Council and all structured groups within the oval should be maintained and facilities designed, located and managed to ensure all needs are being addressed.

Community open space and safety within and around the oval is also of major concern and the design of the open space to provide a safe environment with optimal passive surveillance is a key guiding principle of this master plan.

Based on the findings that have influenced the development of the concepts presented, it is recommended that the configuration identified in option 1 be endorsed as the master plan for Quorn Oval.

Finally, it is acknowledged that no immediate funds have been allocated to any improvement of the precinct and therefore staging and development may be opportune and in line with the securing of external funding and grants. It is also acknowledged that partnerships must be sought with and

between Council, the user groups and external agencies to ensure the master plan becomes a reality. It is not an overnight strategy but rather a collective vision and understanding of how the community would like to see and use the area in the coming years. Partnerships, understanding and the need to recognise change will therefore be key elements of success for the master plan and all stakeholders are encouraged to embrace it for the sustainable development of the oval.