

# Berri Barmera Council Sporting Facilities Blueprint

Draft Report  
March 2024



## Acknowledgement of Country

Berri Barmera Council acknowledges the First Peoples of the River Murray and Mallee Region – the Ngaiawang, Ngawait, Nganguruku, Erawirung, Ngintait, Ngaralte, and Ngarkat peoples – as the traditional custodians of our land. We respect their cultural beliefs, and value their past, present, and ongoing spiritual connection with the lands and waters of our region.



## Sporting Facilities Blueprint

*Sustainable and prioritised planning for sporting infrastructure in Berri Barmera.*



## Contents

<b>Section One: Introduction</b>	<b>1</b>
1.1 Project Background.....	1
1.2 Objectives.....	1
1.3 Project Parameters.....	1
1.4 Master Planning Process.....	1
<b>Section Two: Strategic Alignment</b>	<b>2</b>
2.1 Open Space.....	2
2.1.1 Blueprint Alignment.....	2
2.2 Riverland-Murraylands Regional Sports Facility Strategy.....	4
2.2.1 Blueprint Alignment.....	4
2.3 Alan Glassey Park Master Plan 2020.....	6
2.3.1 Blueprint Alignment.....	6
2.4 Coombe Street Reserve and Recreation Facilities Masterplan 2020.....	7
2.4.1 Blueprint Alignment.....	7
2.5 Arts and Culture Strategy and Action Plan.....	7
2.5.1 Blueprint Alignment.....	7
2.6 Berri Barmera Growth Strategy.....	8
2.6.1 Blueprint Alignment.....	8
2.7 Summary of Strategic Alignment.....	8
<b>Section Three: Latent Demands</b>	<b>9</b>
3.1 Societal Mega Trends.....	9
3.2 Sporting Mega Trends.....	10
3.3 Societal Leisure Trends.....	13
<b>Section Four: Expressed Demand</b>	<b>15</b>
4.1 Club Profile.....	15
4.2 Membership.....	16
4.3 Venues, Training and Competitions.....	17
4.4 Seasons.....	18
4.5 Infrastructure and Facilities.....	19
4.6 Facility Requirements and Priorities.....	19
4.7 General Comments.....	22
<b>Section Five: Overview of Sport in BBC</b>	<b>23</b>
5.1 Sport Precincts.....	23
5.2 Precinct Overview.....	28
5.2.1 Berri Stadium.....	29
5.2.2 Glassey Park.....	30
5.2.3 Berri Memorial Oval 1 and 2.....	32
5.2.4 Berri Rowing Club.....	34
5.2.5 Berri Memorial Swimming Pool.....	35
5.2.6 Berri Tennis Centre.....	36
5.2.7 Barmera Sports Precinct.....	37
5.2.8 Barmera Community Recreation Centre.....	39
5.2.9 Barmera Golf Club.....	40
5.2.10 Bruce Oval.....	40
5.2.11 Cobdogla Memorial Oval.....	41
5.2.12 Monash Oval Precinct.....	42
<b>Section Six: Governance</b>	<b>43</b>
6.1 Management Options.....	43
6.2 Rationale for Service Delivery.....	43
6.2.1 Social Orientation.....	43
6.2.2 Commercial Outcomes.....	43
6.2.3 Best Value:.....	43
6.3 Management Model.....	44
6.3.1 Outsourced Community.....	44
6.3.2 In House.....	44
6.3.3 Outsourced Private.....	45
6.4 User Pays Management Agreements.....	45
<b>Section Seven: Conclusion</b>	<b>46</b>
7.1 Sporting Infrastructure Themes.....	46
7.2 Principles.....	47
7.3 Recommendations.....	48
7.4 Priorities and Timeframes.....	49
7.4.1 Priority 1 Projects.....	49
7.4.2 Priority 2 Projects.....	50
7.4.3 Priority 3 Projects.....	50

---

## Section One: Introduction

### 1.1 Project Background

Over recent years the Berri-Barmera Council has developed or drafted several plans and strategies relating to sport and recreation, to include, but not limited to the following:

- Open Space Strategy 2010.
- Riverland-Murraylands Regional Sports Facility Strategy 2017.
- Part completion of a Masterplan for Alan Glassy Park in 2022.
- Coombe Street Reserve and Recreation Facilities Masterplan 2020.
- Berri-Barmera Growth Strategy 2022.
- Arts and Culture Strategy and Action Plan 2022.

Many of these plans have been undertaken in isolation or have yet to be implemented which leaves an opportunity to consolidate some of their actions and recommendations into a blueprint for planning and implementation. Council also wishes to review its playgrounds and focus its efforts and strategic direction on District and Regional level facility priorities and has therefore commissioned this overarching 'blueprint' with an aim of consolidating existing strategies with prioritised and agreed actions that draw together open space, playgrounds, and sports facilities.

While the report looks holistically across the Berri Barmera district, the focus is the main township of Berri for open space and sport, with broad recommendations for other townships within the Council area. Playspaces are discussed in the context of the whole community and assessments made regarding their current and future use and development.

### 1.2 Objectives

Whilst not meant to duplicate other existing strategies and plans, the overall objective of this report is for Council planning and development of the district that will:

- Review of 15 **playgrounds** for their general condition and purpose to meet the needs of residents and visitors.
- Review and consolidation of existing strategies related to **Open Space, Sport, Recreation, and Public Realm**.
- Consider the needs of **stakeholders and sports clubs** across the district.
- Include additional **public consultation** in partnership with Council staff.
- Develop an options paper for **consolidated management** of sports and recreation precincts in Berri.
- Develop a consolidated '**Sport and Recreation Facilities Blueprint**' with a list of priority investments including playgrounds, shared paths, and tree canopy to support active living for residents as well as visitors.
- Introduce innovative systems thinking to design, development and **management of sports and recreation precincts**.

### 1.3 Project Parameters

The project has the potential to become large and onerous if it attempts to address all of Councils open space, sport, recreation, and trails strategies into one document. It is therefore important to set parameters around this report which include and will:

- Review existing strategies with a view of determining which actions relating to sport and recreation are still relevant.
- Identifying latent trends and modern practice which may impact the way sport, recreation, and open space is managed.
- Consulting with the community regarding their perceptions and expressed demand.
- Consolidating these into a succinct overarching plan with clear priorities for development.

Given the above, the report will not or does not attempt to re write existing strategies but will make recommendations regarding the direction and actions relating to sport and recreation assets and their priorities for the coming years.

For clarity and brevity, the strategy has also been divided into two separate reports with this report being the blueprint for sporting infrastructure, and a second report highlighting findings in relation to playspaces and assets across the municipality.

# Sport Facilities Blueprint

## 1.4 Master Planning Process

Blueprint master planning for sporting infrastructure is not to a level of detailed design for a specific site, nor will it identify the layout or schematic options, but instead identifies opportunities for potential and compatible uses. The whole master planning process can therefore be viewed in 3 distinct stages (Figure 1) to include:

**Stage 1: Blueprint Planning:** Establishing a collective Vision based on stakeholder needs and the physical capacity of the site to meet these needs.

**Stage 2: Site Master Plans:** Understanding what 'desired' infrastructure will be needed to meet the vision and how a site may be managed, and

**Stage 3: Detailed Design and Implementation:** funding sought, development approvals made, and staged development of the site.

Undertaking the process in this manner, provides all stakeholders with a clear collective vision, and a collaborative approach to develop specific sites for sport and recreation uses in Berri Barmera and this report is focussed on stage 1 or:

- Strategically aligning with existing and endorsed priorities and strategies as outlined in the previous section of this report.
- Consulting with the sporting community to gauge their expressed demand for current and future use of sites.
- Identifying precincts that are or could be used for sport and recreation (open space context) and establishing broad based recommendations for current and future use.

Whilst governance is usually determined or explored in Stage 2 (site specific master plans) management will be considered within the context of this report given there are many management agreements that have either expired or have not been implemented in the first instance.

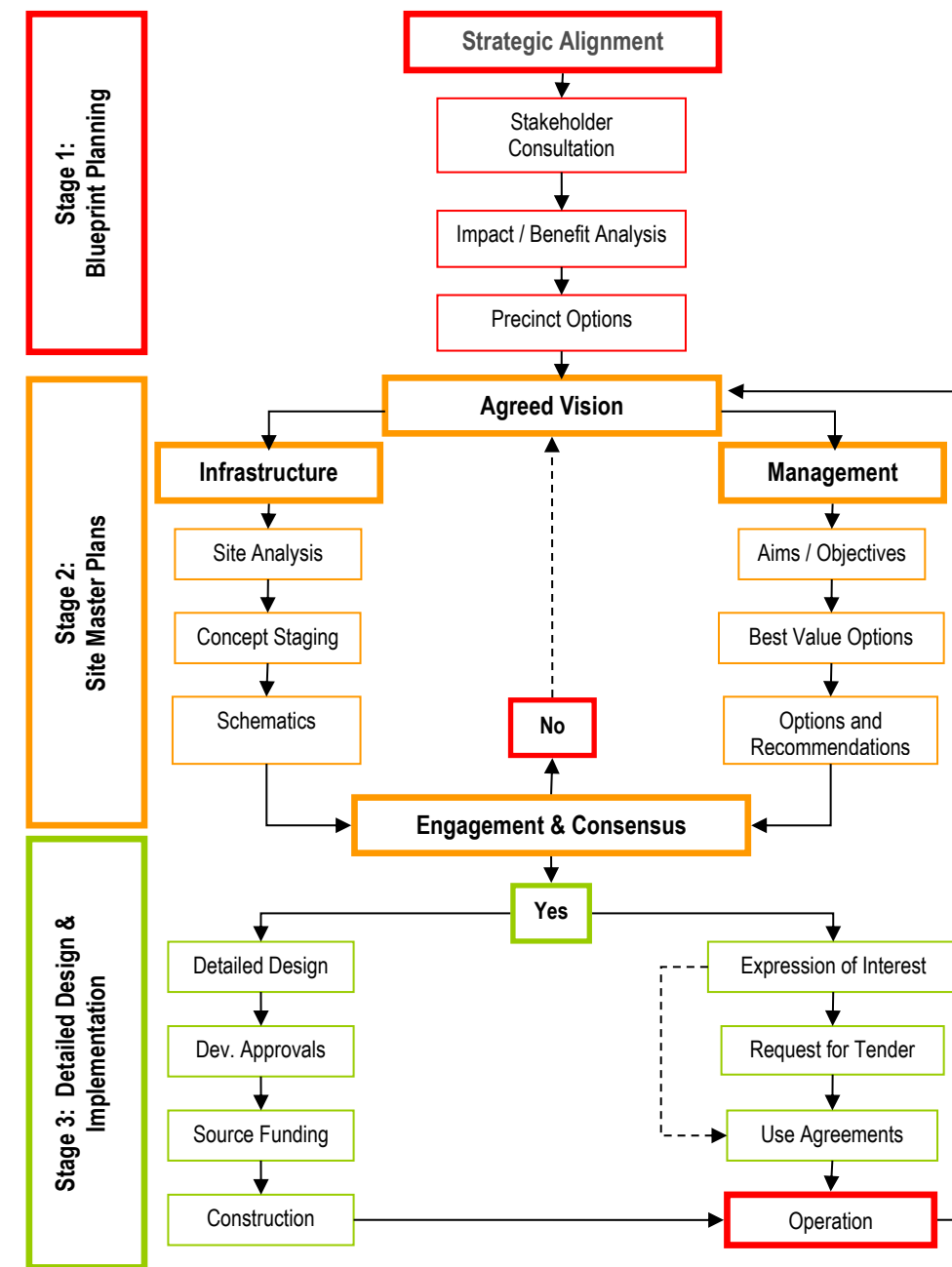


Figure 1: Sport Precinct Planning Process  
Band; One Eighty SLS 2007

## Section Two: Strategic Alignment

### 2.1 Open Space

The open space plan which was developed in 2010 and therefore in need of reviewing, identified 23 key parcels of land plus 9 street verges and trails (Figure 2). Six principles on which the plan was developed included:

- 1 It must contribute to building safe and healthy communities through recognition of equity, diversity, and accessibility.
- 2 It must be functional and provide amenity.
- 3 Enhancement, protection and conservation of natural areas and cultural sites are critical.
- 4 Sustainability of design and materials and consideration of the effects of climate change are critical.
- 5 It should aim to provide strong connections and linkages.
- 6 It should encourage and facilitate positive physical activity.

It went on to suggest that Council is well supplied by way of open space with 6.4 hectares of open space per 1000 residents in Berri compared with a 4.5 for Greater Dandenong in Victoria. It is not clear why a comparison with a Victorian community was provided and more modern research based on similar South Australian community would be suggested.

A total open space provision of 44 hectares or 11.5% of the total Berri township was identified with distinctions made for various uses including parks, sporting activities, natural areas, linear parks and trails, and major streets. It goes on to discuss an open space hierarchy of local, district, regional, and State open space and provides broad definitions for each.

Strategies and actions are proposed for each park and open space and a suggestion made that recommendations focus on upgrading and improving each. It does not identify areas of under or over supply, nor a land disposal or acquisition strategy which would assist in the strategic need and alignment of various uses, particularly for sport which is heavily focused in Berri at Glassy Park and the sporting ovals and netball / tennis courts to the south of the township.

### 2.1.1 Blueprint Alignment

As highlighted, the plan is out of date and in need of a comprehensive review and this would be a key recommendation given open space is the foundation for all things sport and recreation within any community. The key takeaways for the blueprint, however, include the following:

- Identify land holdings and potential to be included for sport, recreation, and play priorities.
- River parks should be maintained and preserved, and a master plan developed for the ski club area to ensure it is developed in a strategic rather than ad hoc manner.
- A management plan for Martins Bend should be developed in collaboration with stakeholder groups. It is not clear whether this has been undertaken since the plan was written, but increasing recreation opportunities whilst preserving available open space in the area is of critical importance.
- Various recommendations were proposed for parks in general, but given the age of the strategy, it is suggested that these be reconsidered in a new open space strategy for Council which builds on the findings in this report.
- Sport recommendations include:
  - Glassey Park is identified as a key regional site and identified for a master plan to include soccer and potential relocation of the swimming pool.
  - Memorial oval connection to the netball courts was suggested with the relocation of soccer from oval 2 to Glassey Park.
  - Rezone oval 2 with the relocation of soccer
  - Develop youth park at Apex Park. This has been partially completed but could be enhanced further.

# Sport Facilities Blueprint

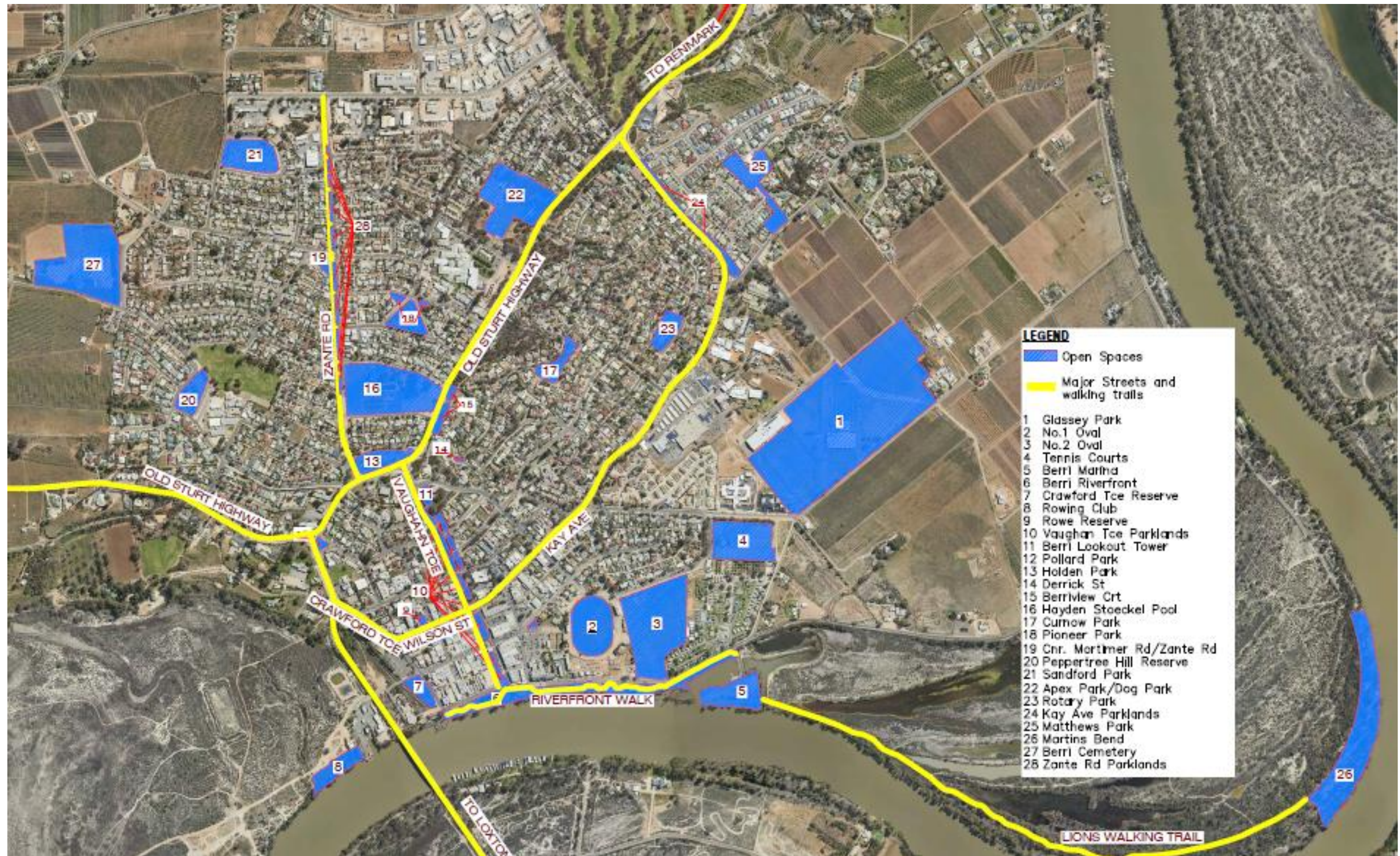


Figure 2: Berri Identified Open Space Parcels



# Sport Facilities Blueprint

## 2.2 Riverland-Murraylands Regional Sports Facility Strategy

The 2017 report was commissioned by the Murraylands and Riverland Local Government Association (MRLGA) to provide strategic directions and priorities for planning, allocation, development and management of regional sport and recreation assets across the region.

The report highlighted regional level facility requirements as outlined by State Sporting Organisations (SSO's) with **12 regional level facilities identified in the Berri Barmera Council area** (Figure 3) to include:

- 1) Riverland Regional Innovation & Sports Precinct (Glassey Park)
- 2) Berri No. 1 and No. 2 Ovals (Memorial and Soccer)
- 3) Berri Outdoor Courts (Netball / Tennis)
- 4) Berri Riverfront
- 5) Martins Bend Reserve (Ski Club)
- 6) Barmera Playspace
- 7) Lake Bonney Yacht Club
- 8) Monash Adventure Park
- 9) Katarapko Canoe Trail
- 10) Berri Shooting Precinct
- 11) Barmera Memorial Oval Precinct
- 12) Barmera Pistol and Rifle Facility

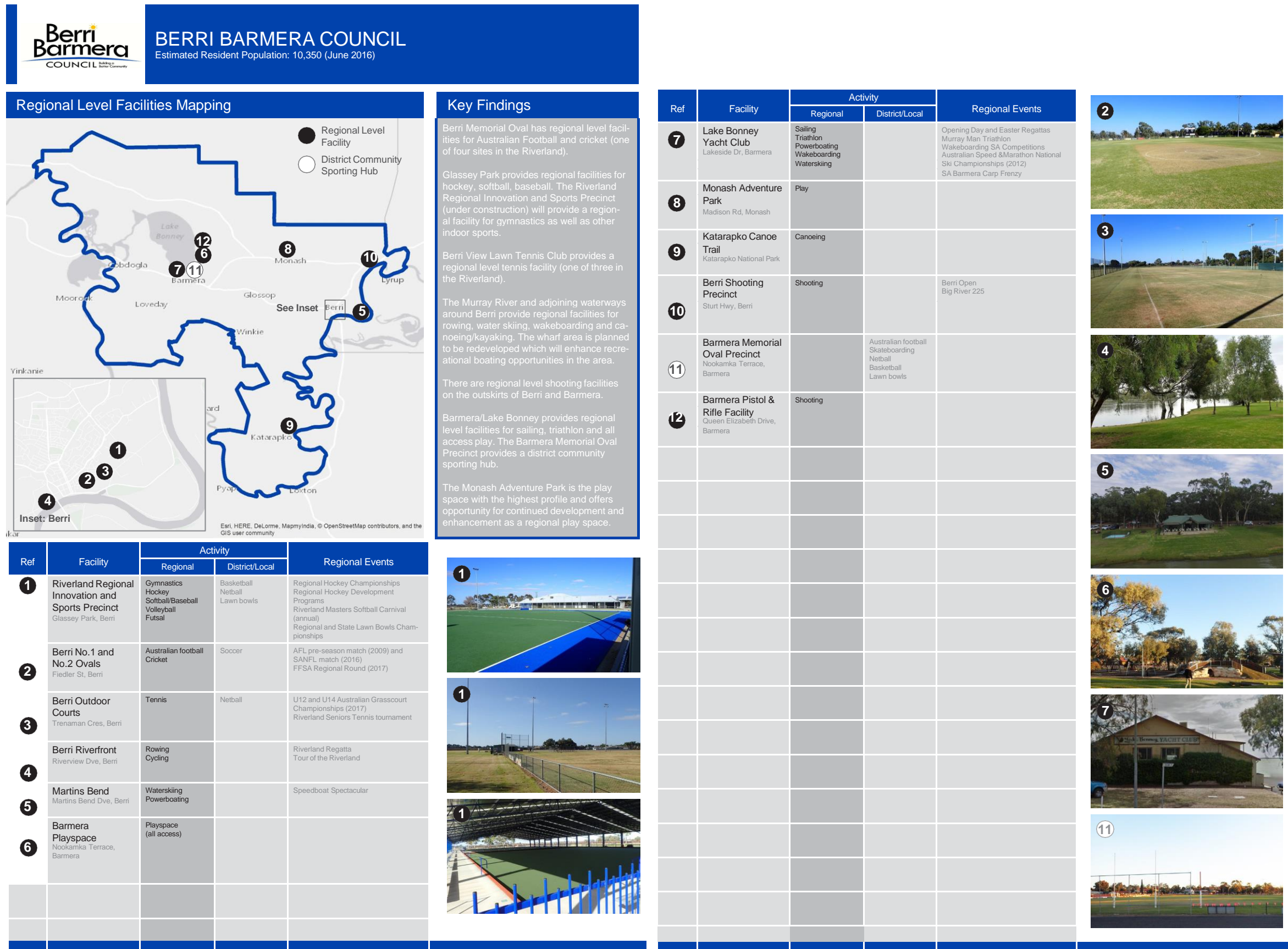
### 2.2.1 Blueprint Alignment

Whilst many of the generic strategies within the plan relate to the Berri Barmera Council area, the following in particular align with infrastructure and the purpose of the Blueprint report:

- Continue with the establishment of the Riverland Regional Innovation and Sports Precinct (**Glassey Park, Berri**) to cater for a range of sport and recreation activities.
- Develop the **Renmark pool as the regional level aquatic facility** as identified in the Murraylands and Riverland Region Sport and Recreation Needs Analysis Phase 2 Report (2017).
- Continue to **monitor growth in participation of soccer** across the region and review the need for a regional level soccer facility, particularly in the Riverland. The location of such a facility would likely need to have capacity for 3 or more full sized pitches and be able to cater for regional level competitions and events. A regional level soccer facility could also cater for other compatible sports and may include a multi-use synthetic pitch.
- Develop and promote a "**Riverland Playground Drive Trail**", linking the range of existing and planned playgrounds across the region. Existing playgrounds include:
  - Monash Adventure Park
  - Barmera Playspace
  - Loxton Pioneer Playground
  - Big4 Caravan Park in Renmark

- Review the existing provision and **status of regional level tennis facilities** (16+ courts) in the Riverland (Berri, Renmark and Loxton) recognising that the catchment population does not necessarily justify the need for more than one regional level tennis facility and that maintenance of such facilities requires significant resources. Consider opportunities to repurpose existing sites at Loxton and Renmark as sub-regional (12 – 15 courts) or district (8 – 11 courts) tennis facilities to balance provision in line with Tennis Australia's hierarchy of facilities and/or consider alternative uses such as netball, futsal or multi-purpose community courts.
- Ensure that the **hockey facility at Glassey Park, Berri**, fulfils Hockey SA's requirements for a regional level facility to enable hosting of regional level events. Hockey SA's regional level facility requirements include administration amenities, electronic time clock, permanent PA system, media seating and undercover spectator viewing area.
- Continue to provide **baseball and softball facilities at Glassey Park, Berri**, which cater for the Riverland and are able to host regional level events. Monitor the need for enhanced support infrastructure to facilitate such competitions and events and continue to encourage shared use of existing clubroom facilities as required.
- Work with each Council to ensure the following **district community sporting hubs** remain fit-for-purpose and provide essential support amenities to optimise each facility's functionality and use:
  - Karoonda Sports Precinct
  - Jack Roberts Park (Lameroo)
  - Pinnaroo Oval
  - Taillem Bend Sports Precinct
  - Meningie Oval
  - Mannum Sports Precinct
  - **Barmera Memorial Oval Precinct**
  - Waikerie Sporting Precinct
- Ensure that **appropriate management/business models** are developed and adopted for new and existing facilities, for example at Loxton Sporting Precinct and the **Riverland Innovation and Sports Precinct (Berri)**, ensuring high functionality, clearly defined roles of stakeholders and long-term sustainability.

# Sport Facilities Blueprint



**Figure 3: Berri Barmera Regional Facilities**

# Sport Facilities Blueprint

---

## 2.3 Alan Glassey Park Master Plan 2020

The report identifies the significance of the Alan Glassey Park and highlights its link with the 2010 open space plan and recommendations for additional sports such as soccer, bowls, and swimming to be relocated to the park. It also states that the closure of the Glossop High School and the relocation of those services and students to Berri will place increased pressure on facilities and space at the Alan Glassey Park.

Management is discussed in terms of being fragmented at the site and there currently being only one formalised management agreement amongst the many user groups that use facilities and open space at the park. It further states that due to the lack of formal management arrangements, that opportunity exists to formalise a new management structure for the entire site.

The plan identified opportunities for vacant land development adjacent to and surrounding the park, and identified options of Eastern, Northern, or Southern expansion. These suggestions require further analyses as part of this report, but the draft master plan identifies immediate to long term priorities to include the following:

### Quick Wins: 0 – 1 Year Timeframe

- Engage and implement new governance structure for the sports precinct.
- Renew management structure.
  - Provide a regular forum for users to meet.
- Negotiate and agree use levels, facility requirements and funding with school.
- Finalise preferred Master Plan options and commence comprehensive public consultation.
- Introduce speed restrictions on Stadium Drive

### Short Term: 1 – 3 Year Timeframe

- Adopt final preferred Master Plan based on public consultation outcomes.
- Scope and costings prepared of all components/elements within Master Plan
- Agree with Education Department its role in funding of recreation facility upgrades.
- Agree with Education Department its funding contribution towards road infrastructure.
- Commence negotiations to construct pedestrian link to Riverland Central Plaza
- Finalise design and agreements with owners / operators for pedestrian link to Riverview Drive and Town Centre
- Construct additional pedestrian crossing points on Stadium Drive
- Provide accessible toilets with secure 24/7 access.
- Restrict vehicle access through Alan Glassey Park

### Medium Term: 2 – 5 Year Timeframe

- Deliver continuous pedestrian link between Alan Glassey Park and Riverview Drive, to the Main Town Oval and Vaughan Terrace
- Deliver BBQ, picnic, and shelter facilities, pétanque, table tennis, playground equipment and skate park.
- Commence internal walking trails.
- Deliver Fitness Trail with workout stations and calibrated jogging track.
- Develop community garden.
- Negotiate for purchase of any additional land required.
- Rezone land if and as appropriate.

### Longer term: 3 – 10 Year Timeframe

- Provide for overflow carparking provision if demand dictates.
- Continue construction of recreation and leisure facilities as required.

## 2.3.1 Blueprint Alignment

Given Glassey Park is the premier precinct for sport and recreation in the region, it's a focus of this study and therefore strategies and concepts prepared as part of the original master plan should dovetail with the findings of this report to form recommendations for the future use and management. It is however crucial that the original recommendations are revisited to ensure their relevance and also include the way the site is governed and managed to ensure optimal use for the whole community.

# Sport Facilities Blueprint

---

## 2.4 Coombe Street Reserve and Recreation Facilities Masterplan 2020

The Coombe Street Reserve Precinct Master Plan aimed to further develop the broad aspirations of the community and allows the development of the park overtime, including adapting and/or reuse of elements of the park and has a vision of 'Berri's new, beautiful, green oasis that reflects a sustainable and innovative experience for everyone, from local residents to visitors.'

The principles based around the vision include:

- 1) Create a green oasis that reflects Berri's strong connection to place, celebrating its unique culture and heritage.
- 2) Create a fun and welcoming place for everyone that encourages exploring and discovering Berri.
- 3) Reflect Berri's distinctive environment and incorporate climate responsive and resilient landscapes.
- 4) Develop an innovative and friendly stopping point for visitors to Berri that is relaxing and encourages economic activity.

### 2.4.1 Blueprint Alignment

Whilst the plan was not adopted by Council, the process formed the basis of establishing ideas and opportunities for the park to include:

- An accessible playspace and nature play area.
- Potential splash pad
- Enhanced pool and access
- Decommissioning of netball courts for other uses such as a childcare facility to service demand and support workforce participation in Berri.
- Enhancing opportunities to support RV services outside of camping.

## 2.5 Arts and Culture Strategy and Action Plan

The document outlines key strategic goals, which present a vision for a thriving community that is creatively and culturally vital. It details how arts and cultural activities will connect people with each other and place, strengthen the local economy and improve the health and wellbeing of residents.

The Key Goals included in the strategy are centred on cultural capacity building, vibrant places and spaces and cultural participation and activation and it has a vision of *"Berri Barmera Council is vibrant place where residents and visitors to the region enjoy cultural experiences, participate in creativity and celebrate heritage."*

The plan has three key Goals in which to achieve the vision which include:

1. **Cultural Capacity Building:** We will support the development of a skilled community of artists and organisations who are able to lead and develop arts and cultural programs and activities and foster stronger and more resilient creative industries.
2. **Vibrant Places and Spaces:** We will develop and manage indoor and outdoor facilities that convey the unique character of the region, encourage a sense of belonging and support the creative and cultural needs of the community.
3. **Cultural Participation / Activation:** We will encourage involvement in creative activities and cultural celebrations that foster wellbeing and provide economic benefit for individuals and the region as a whole.

### 2.5.1 Blueprint Alignment

Whilst there is no direct link to open space provision, the document has a strong focus on activating spaces and places and working collaboratively with the community. Open space should therefore not be seen solely as structured active sporting areas, but also places where the community can meet and celebrate its diversity, cultural background, and showcase the artistic element of the region.

# Sport Facilities Blueprint

---

## 2.6 Berri Barmera Growth Strategy

The growth strategy for Council has a vision to 'enhance the liveability and enterprise of the Berri Barmera Council area and community by providing a vibrant and welcoming lifestyle, by valuing and protecting the natural environment, and by demonstrating an attitude of being open for business.' The vision elements include:

- 1) Growth in population, employment, and economic activity.
- 2) Protection of the River Murray and its water quality.
- 3) Conservation of the flora and fauna of the region and areas of natural beauty.
- 4) Maintain productive environments.
- 5) Enhance First Peoples of the River Murray and Mallee association with the land.

The plan identifies significant recreational facilities to include:

- 1) Alan Glassey Park
- 2) Berri Stadium
- 3) Berri Swimming Pool
- 4) Oval complexes throughout the area
- 5) Soccer pitches at Berri
- 6) River Murray and Lake Bonney

The plan also identifies several development opportunities and zoning for all communities within the Council area to include amongst other things, recreation.

Several strategies are highlighted that whilst stand alone and outside the scope of this brief, align with open space and recreation to include:

- Tourism and Activation
  - Invest in tourism development through resourcing, promotion, and activation initiatives.
  - Develop and promote unique Lake Bonney tourism products and experiences in water and nature-based recreation including sports, tournaments, history and culture, food, and wine experiences, environmental tourism, walking and camping.
  - Development of a Riverland Cycle Trail connecting attractions in Berri Barmera and neighbouring Councils
  - Establish river-based tourism and recreation offerings in Berri, with activation of the "Esplanade" (Riverview Drive) and Main Street (Vaughan Terrace), expanded boardwalk, overwater dining experience, boat moorings, introduction of a houseboat operator and improved landside experience for visitors.
  - Establish a premiere annual music, arts, culture event.
  - Promote existing historic attractions of Cobdogla and Loveday and develop river and lagoon-based tourism such as camping, glamping, canoeing, cultural activities and interpretation

## 2.6.1 Blueprint Alignment

The key opportunities identified in the growth plan which directly align with the blueprint, include the following:

- Recreation and sport expansion on Burgess Drive adjacent to Alan Glassey Park
- Assessing use of 'surplus' land at the Hayden Stoeckel swimming pool site
- Significant residential growth precincts for Berri meaning an impact on the quantity of open per 1000 and the potential need for additional sport and recreation facilities.
- Minor urban growth precincts for Glossop and Monash meaning a need to monitor open space provision and potential for additional sport and recreation facilities in the coming years.

## 2.7 Summary of Strategic Alignment

A focus of this report is to summarise and more importantly prioritise actions as they relate to open space, sport and playspaces across the Council area, and whilst this blueprint is not meant to rewrite existing strategies, it does aim to summarise those actions which are still seen as relevant. To this end, the following is a summary of strategies or actions which are deemed worthy of further consideration within the context of this report:

1. Identify parcels of land suitable for sport and recreation or which have capacity to be optimised with additional structured uses.
2. Assess priority parks / land for the development of playspaces and active recreation outside of sport.
3. Consider growth areas and the demand for additional land or space if required.
4. Consider areas deemed 'surplus' to sporting requirements or where sport may be best relocated from.
5. Identify and rationalise precincts and prioritise site specific master plans for greatest community / sporting benefit with a particular focus on Alan Glassey Park
6. Confirm where regional facilities are warranted and ensure duplication does not occur.

## Section Three: Latent Demands

A critical aspect of developing any plan that relates to open space, sport, recreation, leisure, and play, are latent trends or factors outside of Councils control that may impact on the way assets are managed. The following provides an overview of some of these trends, which may assist in the development of the Blueprint for sport and recreation.

### 3.1 Societal Mega Trends

The Australian Commonwealth Scientific and Industrial Research Organisation (CSIRO) released its seminal global megatrends in 2012 as part of the Our Future World report and has subsequently reviewed this post recent events including the global COVID-19 pandemic, the Ukraine crisis, and the flow-on impacts to global trade<sup>1</sup>.

These changes have had a substantial impact on businesses, communities and governments in Australia and exposed new risks and opportunities and the report presents an update on CSIRO's global megatrends out to 2042 with the view to guide long-term investment, strategic and policy directions across government, industry, the not-for-profit sector and the broader Australian community. Seven themes relating to the megatrends have been identified and are summarised as follows:

**Adapting to climate change:** with natural disasters expected to cost the Australian economy almost three times more in 2050 than in 2017, we can expect to be living in a more volatile climate, characterised by unprecedented weather events.

**Leaner, cleaner, and greener:** an increased focus on potential solutions to our resource constraints through synthetic biology, alternative proteins, advanced recycling and the net-zero energy transition. By 2025, renewables are expected to surpass coal as the primary energy source.

**The escalating health imperative:** the post-pandemic world has exacerbated existing health challenges posed by an ageing population and growing burden of chronic disease. One in five Australians report high or very high levels of psychological distress and there is heightened risk of infectious diseases and pathogens resistant to modern antibiotics. There is therefore a need to respond to health risks and improve health outcomes.

**Geopolitical shifts:** an uncertain future, characterised by disrupted patterns of global trade, geopolitical tensions and growing investment in defence. While the global economy shrunk by 3.2% in 2020, global military spend reached an all-time high of \$2.9 trillion and Australia saw a 13% increase in cybercrime reported relative to the previous year.

**Diving into digital:** the pandemic-fuelled a boom in digitisation, with teleworking, telehealth, online shopping, and digital currencies becoming mainstream. Forty percent of Australians now work remotely on a regular basis and the future demand for digital workers expected to increase by 79% from 2020 to 2025.

**Increasingly autonomous:** there has been an explosion in artificial intelligence (AI) discoveries and applications across practically all industry sectors over the past several years. Within the science domain the use of AI is rising with the number of peer-reviewed AI publications increasing nearly 12 times from 2000 to 2019.

**Unlocking the human dimension:** a strong consumer and citizen push for decision makers to consider trust, transparency, fairness and environmental and social governance. While Australia saw a record level increase in public trust in institutions during the pandemic, this 'trust bubble' has since burst, with societal trust in business dropping by 7.9% and trust in government declining by 14.8% from 2020-21.

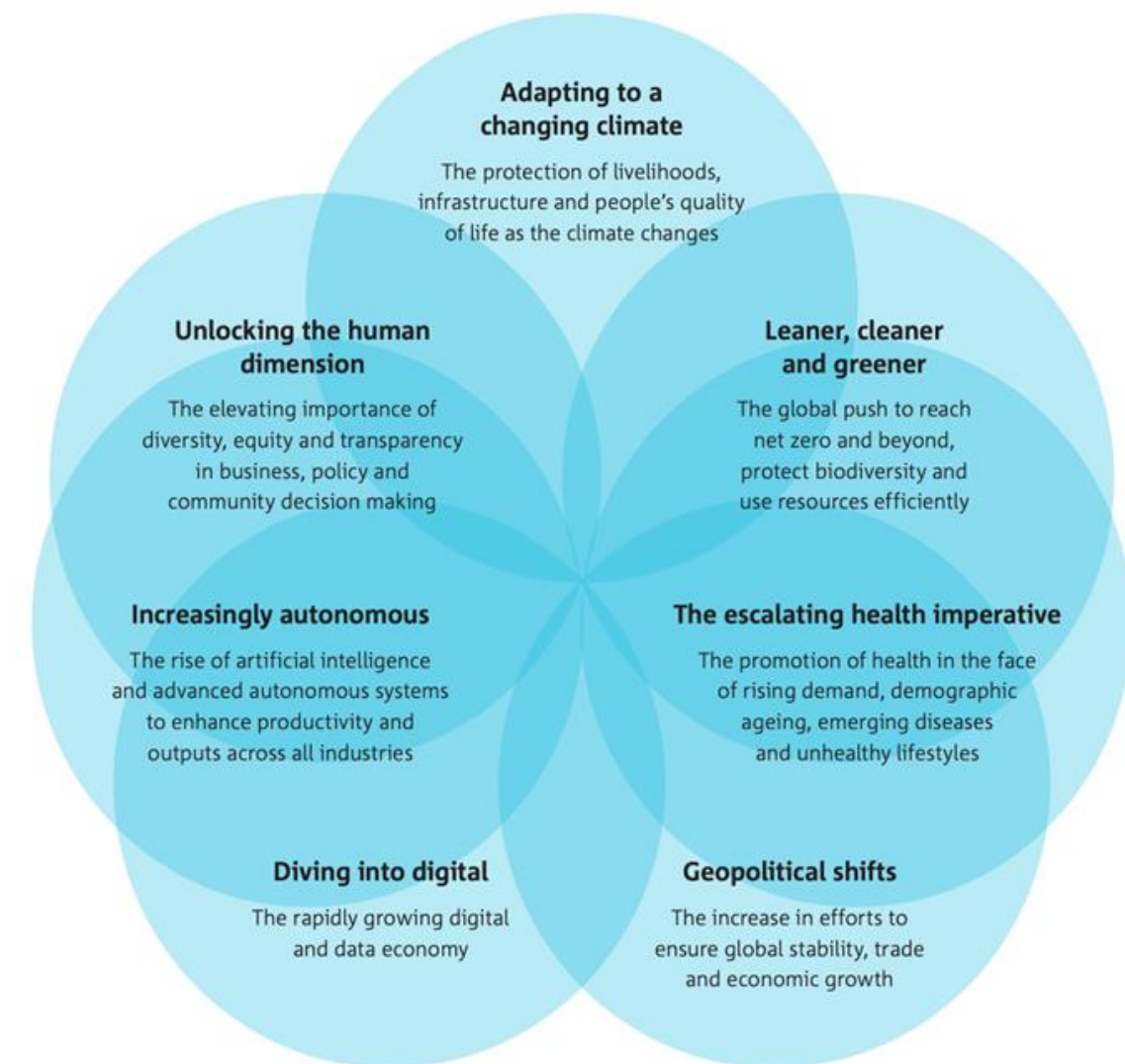


Figure 4: Societal Mega Trends

<sup>1</sup> Naughtin C, Hajkowicz S, Schleiger E, Bratanova A, Cameron A, Zamin T, Dutta A (2022) Our Future World: Global megatrends impacting the way we live over coming decades. Brisbane, Australia: CSIRO.

# Sport Facilities Blueprint

## 3.2 Sporting Mega Trends

In 2013 the CSIRO, in conjunction with the Australian Sports Commission released a document entitled 'The Future of Australian Sport: Megatrends Shaping the Sports Sector over Coming Decades'<sup>2</sup>. It identified six megatrends that it predicted will shape the sports sector into the future. While the document notes that there is some evidence that each megatrend is already being felt, the full impact of each megatrend will play out in coming decades and suggest that:

- Given the rise of non-organised sport and physical activity, people will require greater and more flexible times to access facilities – through summer and winter and for extended periods.
- Activities, challenges, and non-mainstream pursuits are experiencing growth in Australia. Provisions and facilities need to be flexible to cater to alternative programmes and changes in demand.
- The design of infrastructure needs to support flexibility as wider age groups pursue recreation and communities look for more varied leisure time.
- Providing facilities that cater to sport, recreation and play are important in delivering health, social and economic benefits. Sport and recreation clubs of all levels will need to meet growing requirements to become financially sustainable through formal governance and commercial endeavours.
- Sports without high paying high-performance programmes may find it difficult to compete and will need to adopt creative recruitment and retention strategies to ensure sustainability.

A summary of the megatrends include:

1. **A Perfect Fit:** Individualised sport and fitness activities are on the rise with people fitting sport into their increasingly busy and time-fragmented lifestyles to achieve personal health objectives. Participation rates in running, walking and gym memberships have all risen sharply over the past decade while participation rates for many organised sports have held constant or declined.
2. **From Extreme to Mainstream:** This captures the rise of lifestyle, adventure, and alternative sports popular with younger generations. These sports typically involve complex, advanced skills and have some element of inherent danger and/or thrill-seeking. They are also characterised by a strong lifestyle element and participants often obtain cultural self-identity and self-expression through them.
3. **More than Sport:** The broader benefits of sport are being increasingly recognised by governments, business, and communities. Sport can help achieve mental and physical health, crime prevention, social development, and international cooperation objectives.

<sup>2</sup> CSIRO Futures; The future of Australian Sport Megatrends shaping the sports sector over coming decades; April 2013.

4. **Everybody's Game:** Australia and other countries of the Organisation for Economic Cooperation and Development (OECD) face an ageing population. This will change the types of sports we play and how we play.
5. **New Wealth New Talent:** Population and income growth throughout Asia will create tougher competition and new opportunities for Australia both on the sports field and in the sports business environment. Asian countries are investing heavily in sports capabilities and, especially in the case of China, have rapidly improved gold medal outcomes at the Olympics over recent decades (Hong et al., 2005). As disposable incomes grow, the populations of Asian countries are becoming more interested in sport. This may create new markets for sports television, sports tourism, sports equipment, sports services, and sports events.
6. **Tracksuits to Business Suits:** Market forces are likely to exert greater pressure on sport in the future. In some sports, elite athletes have had considerable pay rises and large sponsorship deals. This has not occurred in other sports (McMillan, 2011). Sports with high salaries may draw athletes away from those with lower salaries. Loosely organised community sports associations are likely to be replaced by organisations with corporate structures and more formal governance systems in light of market pressures. The cost of participating in sport is rising and this is a participation barrier for many people.

In 2022, the Mega Trends report was reviewed and built upon the 2013 report (ibid). The Sport Megatrends report titled, 'The Future of Australian Sport; The second report: Megatrends shaping the sport sector over coming decades'<sup>3</sup>, documents the results of an extensive horizon scanning study undertaken by the Australian Sports Commission (ASC) and CSIRO during 2022. The findings from the study identify 6 new and refined trends as highlighted in Figure 10 and will help inform strategy, planning and program delivery in Australian sport by constructing an evidence-based narrative about the future.

<sup>3</sup> Cameron A, Bratanova A, May C, Reynolds G, Burgin N, Menaspà P, and Burns S (2022). The Future of Australian Sport. The second report: Megatrends shaping the sport sector over coming decades. Australian Sports Commission (ASC), Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia

# Sport Facilities Blueprint

## Escalate the Exercise: New Pathways to Sport:

Participation in organised sports has remained relatively steady over the past decade, but there has been a rise in participation in non-organised physical activities such as walking, running, cycling and gym-based fitness. This trend was further boosted by the COVID-19 pandemic. Much of the increase in fitness-based activity has been through non-formal or semi-formalised participation in fitness centres, home gyms, exercise groups, online communities, and individuals accessing outdoor recreational infrastructure and green space within their communities.

The Increase in convenient and ad-hoc exercise by a proportion of the population hasn't generally translated to involvement in more formalised sports competitions and leagues. The rise of fitness-based activities presents new opportunities for sports organisers who can bring the game to the people, increase inclusion, promote the social benefits of playing together and utilise new technologies to increase convenience.

Barriers to participation in formalised sports remain significant for some groups, including older populations, people from regional and remote areas, First Nations peoples, low socio-economic individuals, LGBTIQ+ people, people from culturally diverse backgrounds, and people with disability. These groups may benefit from specialised or modified sporting services and competitions. Overall, the pathways into organised sport are changing and diversifying.

## 1. New Horizons: Science and Technology Changing the Game

Despite having a population of just over 26 million, Australia has been in the top ten on the medal tally of Summer Olympic and Paralympic Games since Sydney 2000, and in many games before then. Our global reputation in this sector can be linked to several factors including support for sport at all levels from Australian governments, and a strong high-performance system led by the Australian Institute of Sport [AIS].

Over the next decade the world will look to Australia as we approach the Brisbane 2032 Olympic and Paralympic Games. Much of the success of Australian high-performance sports teams to date can be attributed to advances in sports science and medicine, coaching, organisation, and ongoing investment in the potential of Australia's elite athletes.

New technologies and advances in areas of technical expertise that support the enhancement of performance (including but not limited to human physiology, nutrition, psychology, genetics, engineering, and materials science) are now changing the game in sports.

The global sport technology and innovation market continues to see significant growth. Australia will host a significant number of international sporting events over the next decade, and this will provide our science, technology, health, education and manufacturing sectors with an opportunity to invest in sport innovation and showcase and export their know-how and products to the world.

## 2. The Next Arena: The Rise of Entertainment Sports

Australians consume sport across a range of markets and platforms. Many Australians love to be entertained by sport, whether this is attending a live event or listening to or watching sport through the various broadcast and online options available.

Over-the-top (OTT) video-streaming platforms, with the ability to deliver sports content to many Internet-enabled devices, are increasingly challenging traditional sports broadcasting business models on satellite, cable, free-to-air (FTA) television and radio, creating new audiences and connecting viewers globally.

Some sporting organisations – particularly the major codes in Australia – generate significant revenue streams through broadcast rights deals, major events, merchandising, sponsorship activities, endorsements, and branding.

Digital sport and e-sports are becoming increasingly popular, offering access to new activities in virtual environments. Some of these digital sport variants more recently supplemented or provided redundancy for cancelled real-world sporting events during the COVID-19 pandemic. At the same time, urban and adventure sports are engaging the next generation of sports fans as they become more visible and available to mainstream audiences.

Over the coming decade, we will see more sporting organisations and products compete for a share of national and global audiences. As a result, both established sporting codes and sports new to these markets will consider how to engage contemporary consumers and adjust their view of spectators to take advantage of the increasingly dynamic and diverse global media landscape.

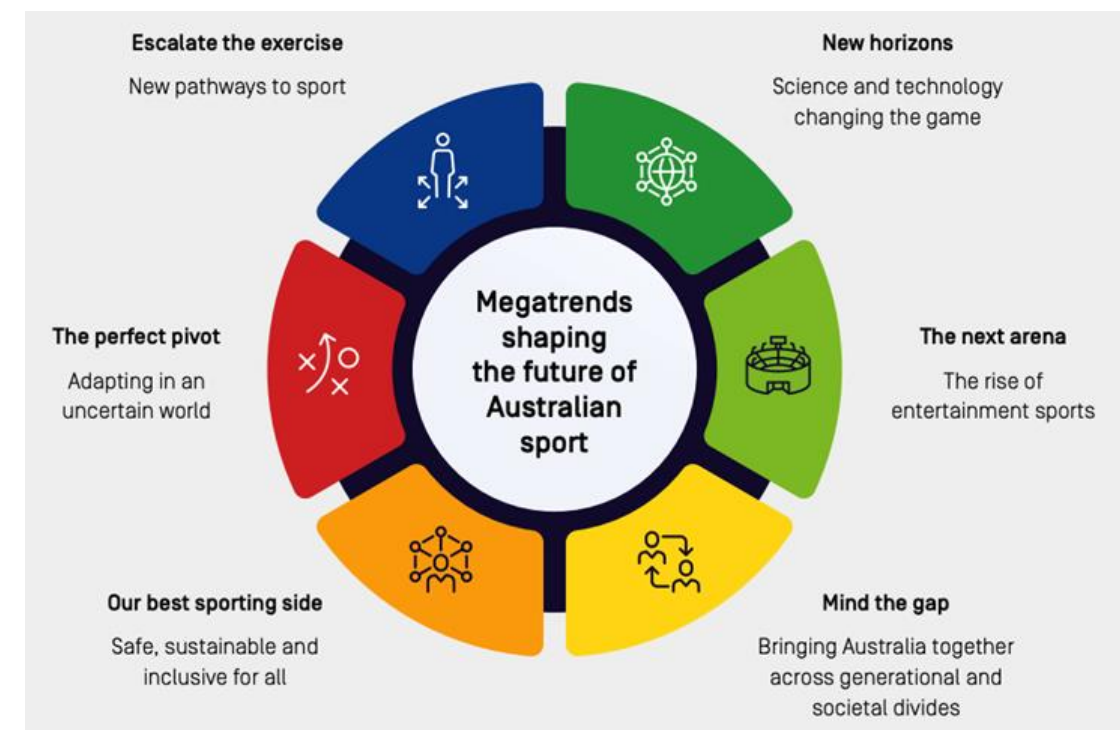


Figure 5: 2023 Sporting Mega Trends



# Sport Facilities Blueprint

---

### **3. Mind the Gap: Bringing Australia Together Across Generational and Societal Divides.**

Sports organisations can champion positive change across society. They do this by emphasising sporting values of fair play, egalitarianism, inclusivity, and teamwork.

By showcasing these values and creating a meritocracy based on commitment, fitness and skills development, sports offer a source of inspiration, create shared experiences, and build pride.

Sport can bridge the cultural and demographic gaps existing and emerging across Australian society. Australia's population overall is aging increasingly diverse. In 2022, nearly a third of Australians are born overseas, 3.2% are members of First Nations groups, 17% live with disability, and just over half of the population are women. Young Australians are growing up with new technologies and global connections, creating distinctly different behaviours and values.

Over the coming decades, sports organisations and individual athletes will play a unique role in broader societal change and help bridge the gaps between demographic groups. Sport will provide a sense of common purpose, identity and belonging to Australians from many different backgrounds and abilities.

### **4. Our Best Sporting Side: Safe, Sustainable and Inclusive for All**

As Australia's demographic profile becomes more diverse and social values shift, organised sports in Australia will also transform and reflect these changes.

Persistent societal challenges such as racism, violence, abuse and other poor behaviours in sport have elevated the importance of sports integrity, safety and ethics in the sports industry at all levels. Stronger accountability, reporting structures and advocacy for vulnerable Australians will place further pressures on sports to provide a safe and welcoming place for all.

Community-driven sports clubs will increasingly seek to tap into the benefits of engaging a broader cross-section of Australian society. Many will place more emphasis on providing positive participant experiences and promoting inclusive behaviours on- and off-field. Growth in competing markets and competition for new participants will also provide further impetus for sporting organisations and clubs to implement positive change.

In the coming decades sports organisations will be faced with even stronger social licence obligations and will seek well-informed practices to encourage diversity, inclusivity and fair-play and offer athletes more choice, advocacy and individual expression.

### **5. The Perfect Pivot: Adapting in an Uncertain World**

The world is entering historically uncertain times. Climate change is increasing seasonal temperatures and the frequency of extreme weather events. Heightened geopolitical tensions have given rise to more wars along with the threat of further military conflicts globally, trade sanctions, and threats and acts of terrorism.

Pandemics, like the COVID-19 pandemic, have increased in likelihood – with a 47% to 57% chance of a second pandemic of the same magnitude occurring in the next 25 years.

All these factors have disrupted scheduled sporting activities over recent years and this disruption is likely to continue and increase in frequency over the coming decades. This uncertainty will affect all sports, including event planning, infrastructure design and the types of sports that can be played in certain seasons. It will increase the need for some sports and their associated business models to make strategic 'pivots' or rapidly deploy alternative approaches and resources, move venues and competitions at short notice, or respond to other unexpected challenges when required.

This megatrend is far broader than just sport but has relevance to a sector with multiple points of exposure to geopolitical, extreme climate and pandemic-related risks. Australian sporting organisations will need to be flexible and ingenious over the coming decades.

# Sport Facilities Blueprint

---

## 3.3 Societal Leisure Trends

Whilst some of the previously mentioned trends have an obvious and direct correlation to leisure, others may have an indirect impact and could be considered by Council when planning for open space and playspaces in Berri Barmera to include, but not limited to, the following:

**Leisure Benefits:** The public has a greater recognition and understanding of the value of leisure in improving the quality of life. There is a greater appreciation that an active healthy lifestyle has positive benefits by increasing enjoyment in a wider range of work and leisure activities. This is likely to lead to increased participation in recreation and sporting activities by more people, particularly in unstructured activities.

**Leisure Choice:** With a generally time poor society combined with greater choices and awareness of them, means greater competition for participants. As a result, this has led to a general decline in overall participation numbers in each activity, particularly the more traditional sports.

**Culture:** Australia is a multi-cultural society and increasingly people are recognising the value of 'celebrating' people's diversity as well as requesting activities and facilities not traditionally catered for in mainstream recreation.

**Longevity:** Australia's ageing society is shifting the priorities in sport, leisure, and recreation provision for many communities. The implications for this include the need to ensure physical access is addressed whilst considering the range of programming provided particularly for this age cohort.

**Youth:** The need for children to undertake more physical activity and exercise has been well documented, with increasing rates of obesity amongst Australian children. Likewise, the benefit of participation in quality leisure time activities and opportunities carries with it many additional social and personal benefits. Increasingly for this age cohort there is a preference for individual and unstructured / informal activities rather than team or group activities and therefore opportunity arises to consider appropriate design elements into the urban form to encourage good use of leisure time.

**Work Patterns:** Working hours have extended and more people work outside the traditional hours of 9-5 and more common today, also at home. This results in people seeking activities during times that have not traditionally been catered for and which sport has not been historically structured. The need for greater flexibility in the management and structure of sport and recreation therefore needs reconsidering including access to open space.

**Volunteers:** The issue of declining personal time has impacted on organised sport in that people are now less willing or able to commit to volunteering. This is also the case with an ageing community that unlike their parents, have the flexibility and often greater resources for travel and access to a range of leisure time activities. In turn these impact on the long-term commitment to volunteering and increased pressure on community groups.

**Technology:** Greater access to technology, the internet and longer opening hours of shops and entertainment venues has seen these elements become key competitors to sport and recreation for people's time. Positively however, the use of the internet and technology provides community sport and recreation providers with an opportunity to capitalise on new marketing and management tools for their organisations to retain and attract membership.

**Litigation:** An increased awareness of personal safety, public liability and the protection of children have added to the legal responsibilities and liabilities that providers are subject to.

**Climate:** Climate change has had a significant impact on sports fields and open spaces. This has created a need to re-consider usage levels, maintenance regimes and other sustainable management practices to balance risk with the need to provide sporting and recreational opportunities for the community. Modern irrigation methods are therefore key issues when planning for sport and recreation, as is the need to consider synthetic surfaces to alleviate wear and tear on turf playing areas.

**Facility Standards:** Participants have an expectation that recreation facilities will be developed and equipped to a reasonably high quality. This has and will continue to result in the development of:

- Indoor facilities.
- Improved irrigation and drainage on outdoor playing fields.
- Better finished and well-equipped facilities.
- Better playing surfaces and playing conditions in a more pleasant environment, for example indoor air conditioning.

**Utilities:** rising utility costs particular with increased usage of sports lighting and maintenance for optimum use can be shared with the development of centralised hubs. This also includes maintenance schedules and responsibilities with shared ground and maintenance personnel.

**Fast Food Sport:** People prefer to participate in individual or informal activities rather than as part of a team. This is particularly more relevant as adults get older and become more time poor and unable to commit to being a member of a club or team.

**Community Sport:** The administration of sporting clubs has become more complex, with the introduction of GST, the increased emphasis on risk management and decline in volunteers. Therefore, clubs are forced to operate in a more professional and accountable manner and quite often, running a business takes resources away from running and developing the sport.

## Sport Facilities Blueprint

**Infrastructure:** Much of the sporting and recreation infrastructure we see today is the legacy of a surge in development witnessed in the mid to late 70's and therefore in many cases, approximately 50 years in age and nearing their useable life. Modern planning methods and the demands on open space and community sport now mean Councils are taking stock of their facilities and looking at design and location to ensure optimal use and access. The design and development of multi-use precincts over single use facilities is common, and groups are encouraged to share facilities and resources to ensure their long-term viability and growth.

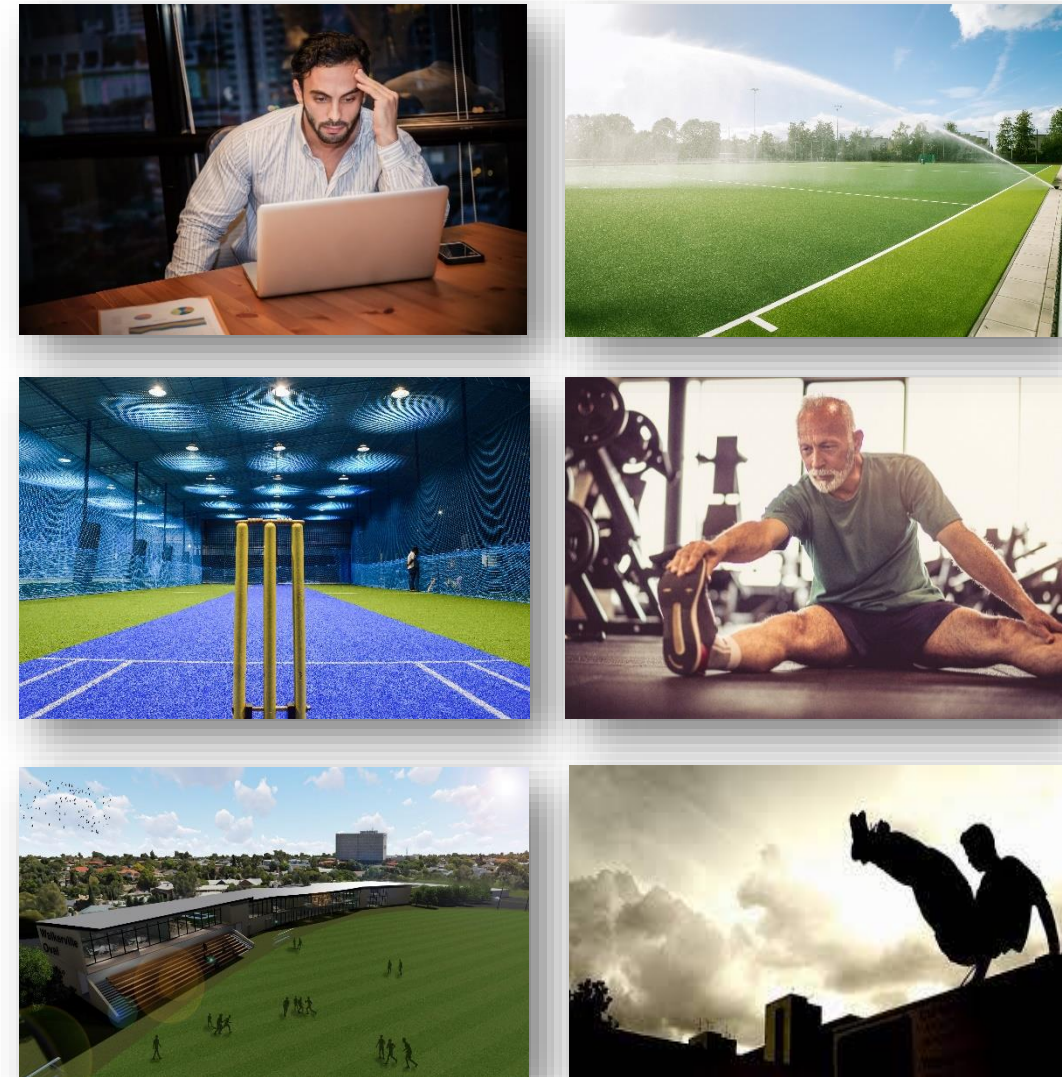
**Shared Use Facilities:** Due of the above and combined with increased capital cost and reduced level of subsidies from Government, is the need for clubs to consider their long-term financial viability. Government is therefore looking at more centralised facilities whereby several groups share to reduce costs and resources where possible. Indeed, funding streams often include a pre-requisite or favouring toward those clubs and associations that show evidence of shared use facilities.

**Commercial Sport:** Private operators that see a business opportunity to provide a wide range of informal or unstructured recreation activities such as indoor cricket, squash, tennis, and fitness centres, etc, create pressure on other organisations to adapt and provide high quality facilities and services.

**Older Adults:** Participation by older adults in active recreation and sport has increased, but still represents a small proportion of the population.

**Professionalism:** It is becoming increasingly necessary for clubs and groups at all levels, to remunerate coaches, players, instructors, and administrators for their time. Where centralised facilities are being developed, the contracting of staff to oversee administration, facility upkeep and programming, is becoming increasingly common.

**Risk Management:** Accidents occur and given the community's awareness of their rights and legal obligations of providers and their services, there is a need for clubs to develop risk management strategies to improve safety and mitigate risk.



**Figure 6:** Trends Impacting Leisure

Amongst other things, trends that impact sport and recreation include a changing working environment, climate, commercial sports, an ageing and healthier society with greater leisure choice, multi-use and shared sports facilities, and a demand for non-traditional pastimes.

# Sport Facilities Blueprint

## Section Four: Expressed Demand

In addition to understanding latent demands, is the need to align user groups expectations and desires for their and gain an understanding of their 'expressed demands' for their activities in the community across Berri and Barmera.

Whilst expressed demand may highlight aspirational and visionary requests geared around an individuals or organisation's needs; when balanced with latent demands, it paints a clearer picture as to where its priorities should be focussed in the coming years.

A survey was developed and opened to all community sport and recreation groups as highlighted in Table 1 with the following completing.

- 1 Berri Tennis Club SA Inc.
- 2 Berri Swimming Club
- 3 Berri Cricket Club Inc.
- 4 Berri Rowing Club Inc.
- 5 Barmera Golf Club Inc
- 6 Cobdogla Netball Club
- 7 Riverland Hockey Association
- 8 Berri Regional Secondary College
- 9 Barmera Little Athletics
- 10 Riverland Softball Association
- 11 Berri Warriors Baseball Club
- 12 Berri Hockey Club
- 13 Riverland Gymnastics Academy
- 14 Alan Glassey Park Management Committee
- 15 Riverland Athletics Development Squad
- 16 Berri Football Club
- 17 Monash Bowling Club Inc
- 18 Berri Netball Club

**Table 1:** Survey Respondents

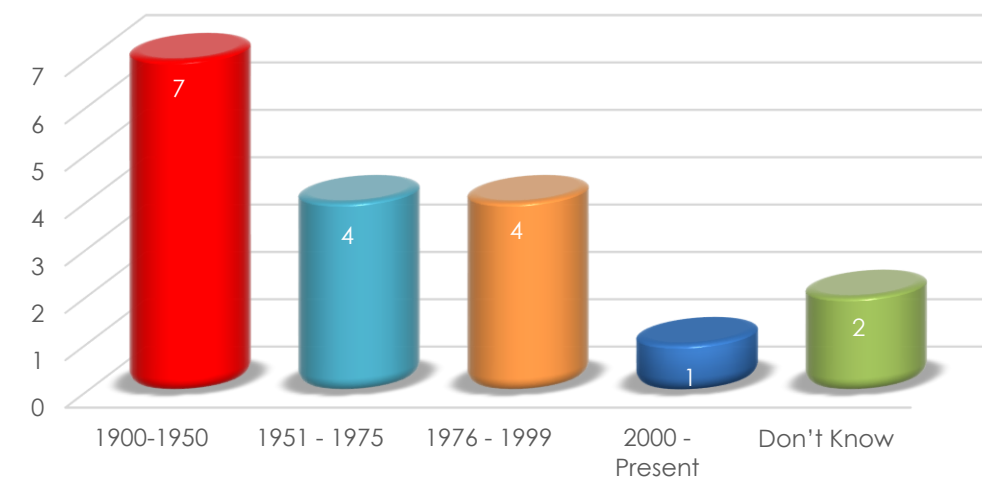
The intent of the survey was to allow clubs and associations to express their current and future needs whilst providing Council with a clearer understanding of the profile of sport within the community. Several questions were posed regarding this, with the following being a summary of findings:

### 4.1 Club Profile

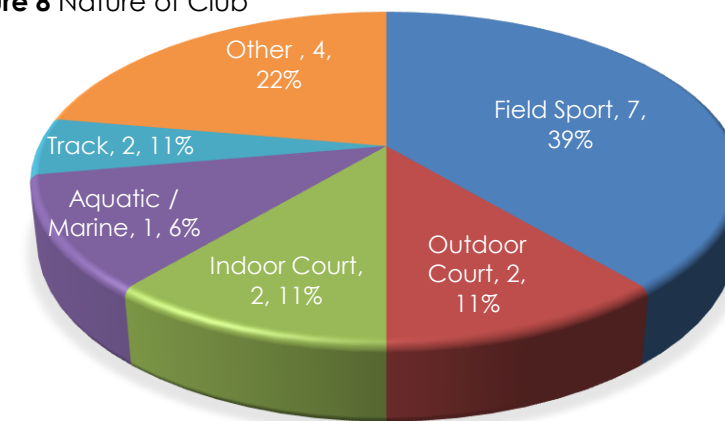
Most clubs have a long history in the region with 38% being older than 75 years old, and the oldest being the Berri cricket and football clubs which were formed circa 1910. The rowing club and the swimming club in 1921, Barmera Golf Club 1923, and the tennis club in 1975. This highlights the importance of sport and the role in the community and the legacy that such organisations play on past, current, and future generations in the Riverland.

Traditional sports dominate, which is common within regional communities with 61% being field or court sports. The 'other' category also combined common activities of bowls and swimming, with golf and educational purposes being the remaining 2 activities (Figure 8)

**Figure 7** Year Formed



**Figure 8** Nature of Club



# Sport Facilities Blueprint

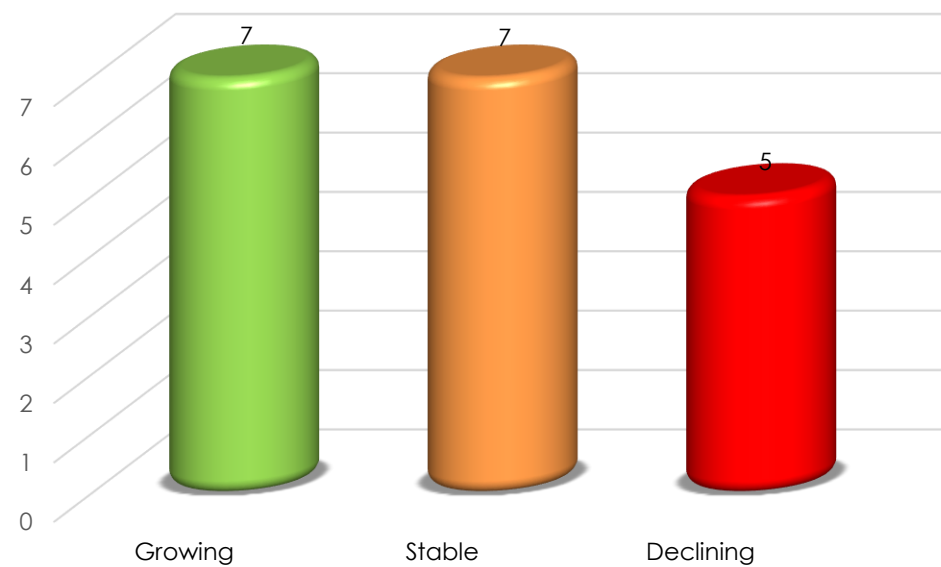
## 4.2 Membership

Membership status seems to be predominantly stable or growing with only 5 of the 18 stating a decline, these were:

- Riverland Hockey Association
- Berri Hockey Club
- Rowing Club
- Berri Football Club, and
- Glassey Park Association.

Of the above, this can be summarised as a decline in membership of three sports of hockey, football, and rowing.

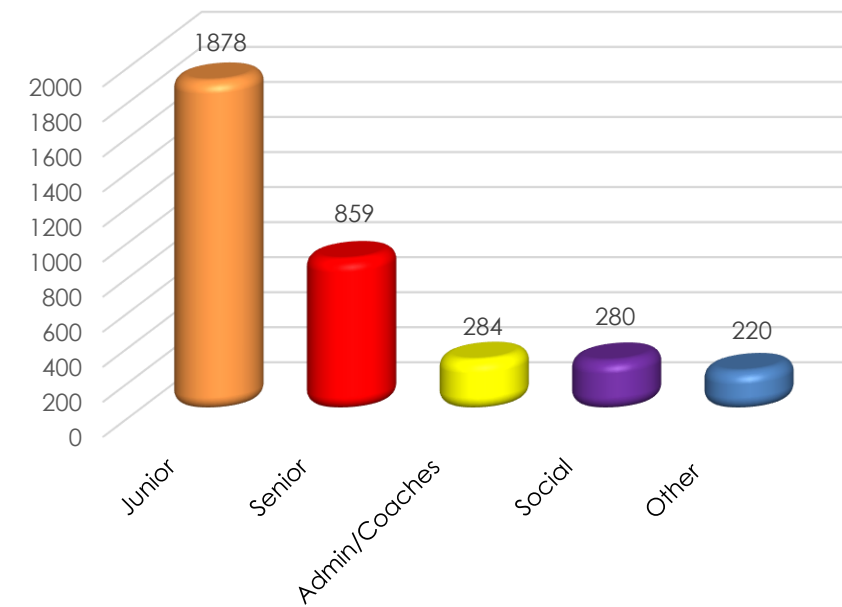
**Figure 9:** Membership Status



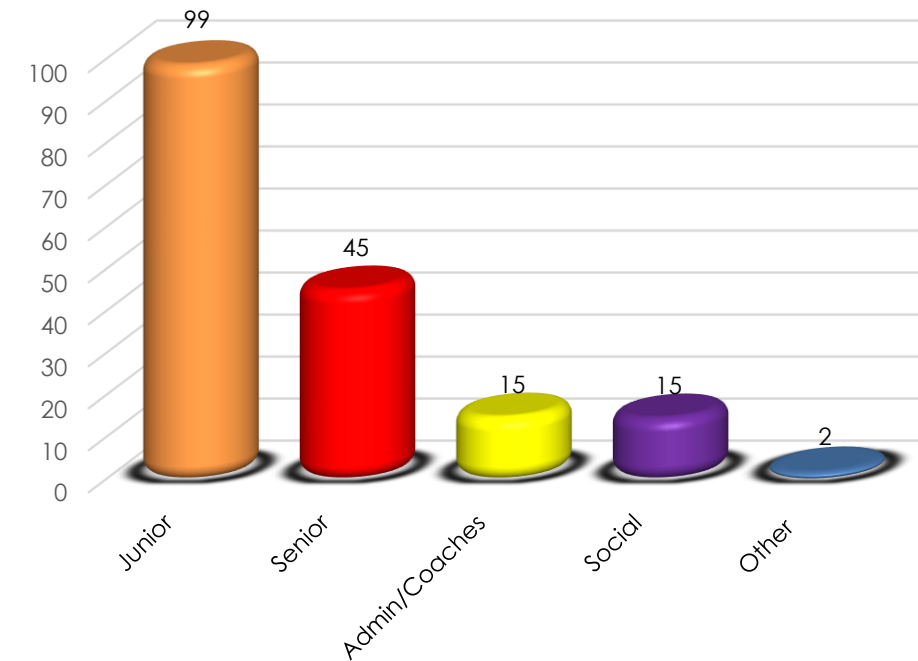
Membership profile tends to show a strong junior representation with an average of almost 100 per club. This should be supported and encouraged to ensure sustainability and growth of clubs given participation tends to drop off into early adulthood.

Clubs also have a strong reliance on volunteers and parents with the social and other categories highlighting these people within their organisations. Whilst not surprising, the focus and support of volunteers must be enhanced and where possible groups encouraged to share resourcing to alleviate the burden and potential burnout on volunteers within the community.

**Figure 10:** Total Membership Numbers



**Figure 11:** Mean Membership Numbers



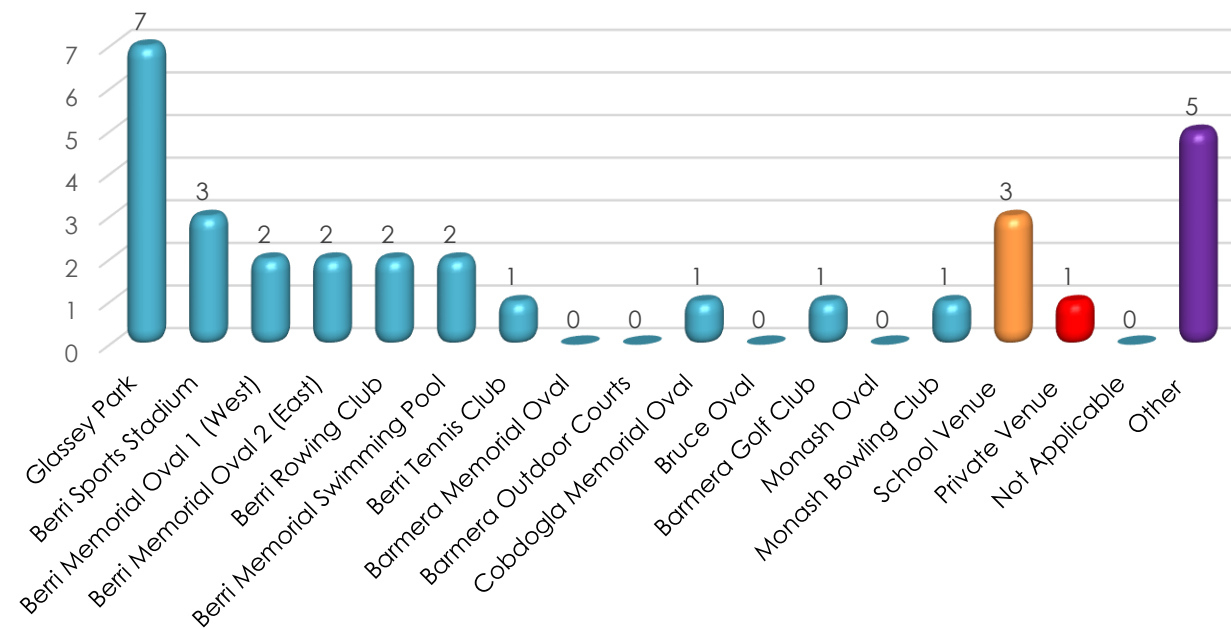
# Sport Facilities Blueprint

## 4.3 Venues, Training and Competitions

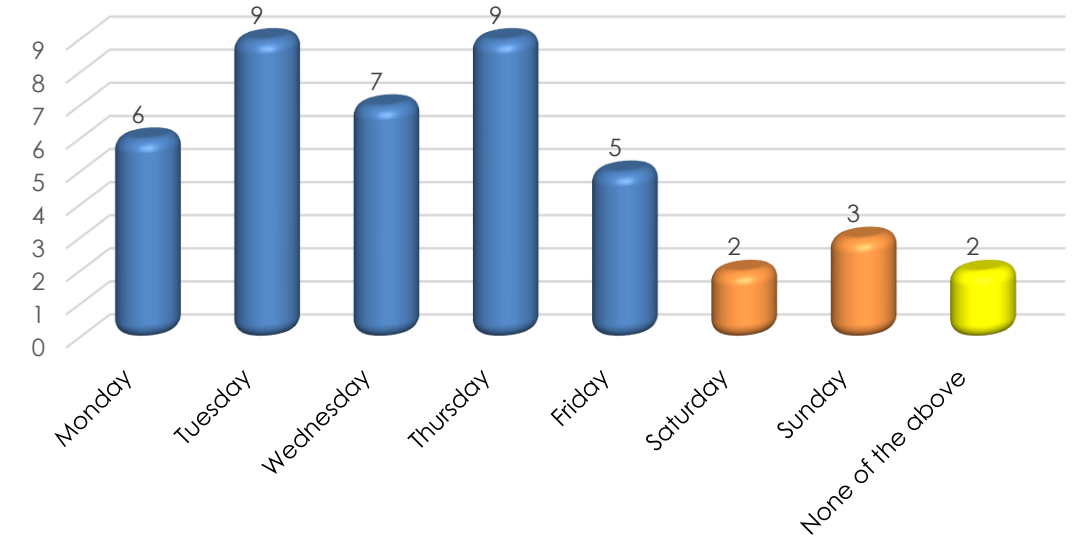
Of those that responded, the main precinct used for sport is not surprisingly Glassey Park. Most clubs play competitions and events at weekends and undertake training throughout the week predominantly in the evening with common days being Tuesday and Thursday which is assumed to be due to the rest periods required between weekend competitions. Those groups that train at the weekends include:

- Saturday
  - Riverlands Gymnastics Association
  - Riverlands Softball Association
- Sunday
  - Berri Tennis Club
  - Berri Cricket Club
  - Berri Rowing Club

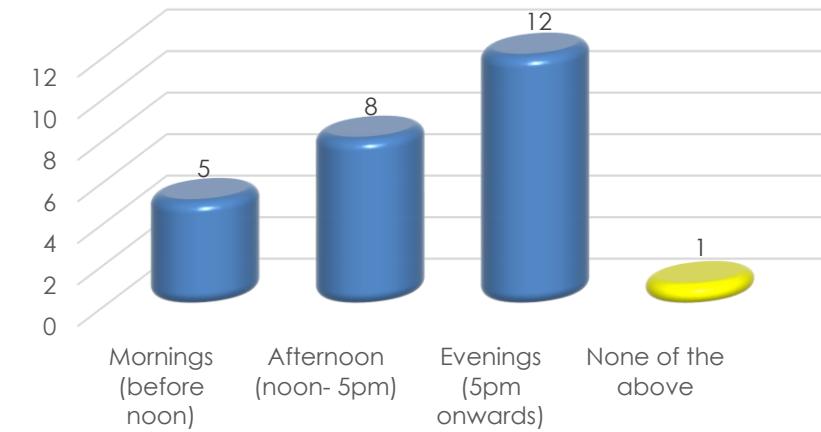
**Figure 12:** Home and Training venue



**Figure 13:** What days do you normally train?



**Figure 14:** What times do you normally train?



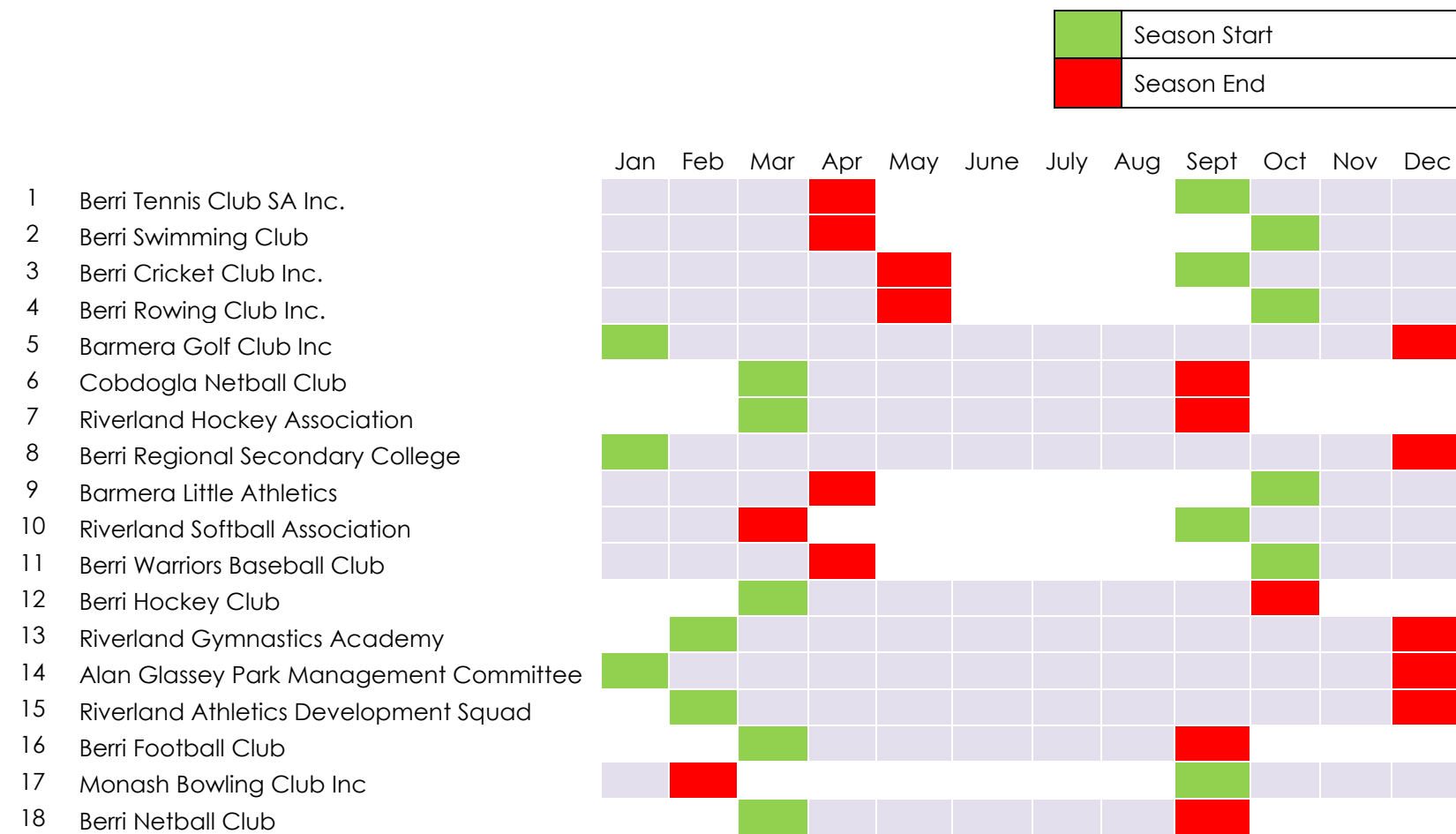
# Sport Facilities Blueprint

## 4.4 Seasons

Understanding schedules of use for sites will assist in identifying potential gaps and ultimately the optimal use of sports grounds and facilities. This must however be balanced against the physical carrying capacity of sites and the need for sports surfaces to recover, and of course minimising conflict and impact on existing users.

Whilst not comprehensive for each site given all sports / clubs did not respond to the survey, the following highlights the start and end of seasons and the gaps whereby other activities could be accommodated / shared with compatible sports or activities.

There was almost a 50/50 split of summer and winter activities with 8 of 18 being summer and 8 winter. Golf is an all year round activity and the Alan Glassey Park Management Group not a formal sporting code and therefore also operating all year round.



**Table 2:** Seasons

# Sport Facilities Blueprint

## 4.5 Infrastructure and Facilities

Most respondents (12 or 67%) stated that they were willing to share facilities with a further 3 (17%) stating that they may or didn't know. Of the 3 that stated that they were not willing to share, this was largely due to the nature of their activities in rowing, golf, and gymnastics, all having purpose-built facilities for their sports. Fewer clubs were prepared to share their clubrooms with 10 stating they were and 5 not knowing. Those not willing to share clubrooms included:

- Berri Rowing Club
- Berri Football Club
- Monash Bowling Club

Those not sure including:

- Berri Swimming Club
- Riverland Softball Association
- Berri Hockey Club
- Riverland Gymnastics Academy
- Riverlands Athletics Development Squad

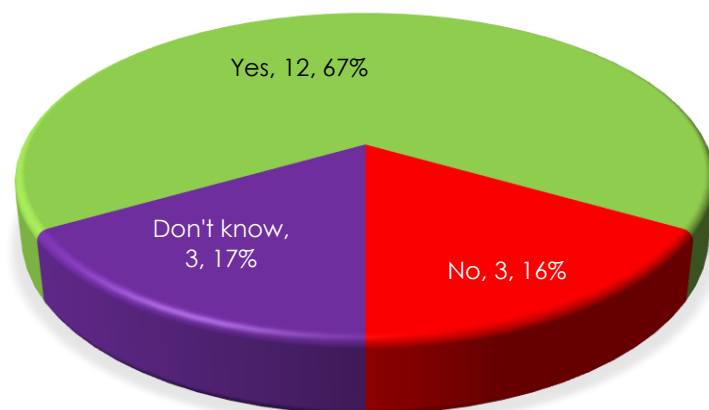
When asked if clubs would be willing to relocate to equal if not better facilities, only 5 stated they would, to include:

- Berri Tennis Club
- Berri Swimming Club
- Berri Regional Secondary College
- Baramba Little Athletics
- Riverlands Athletics Development Squad.

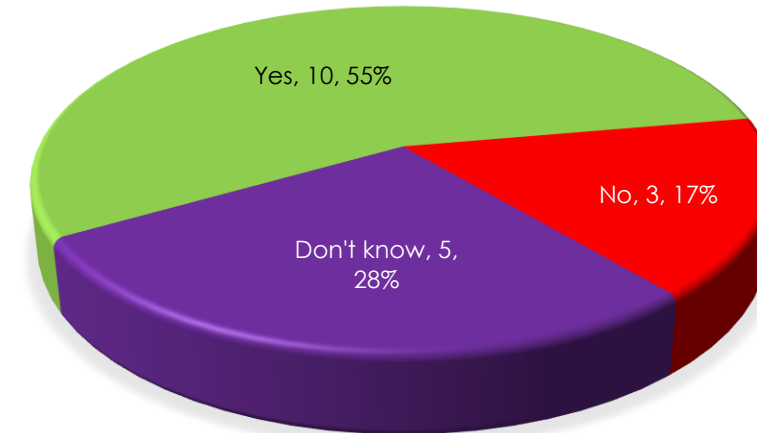
Those not sure about relocation included:

- Berri Cricket Club
- Cobdogla Netball Club
- Riverland Softball Association
- Berri Warriors Baseball Club
- Berri Hockey Club

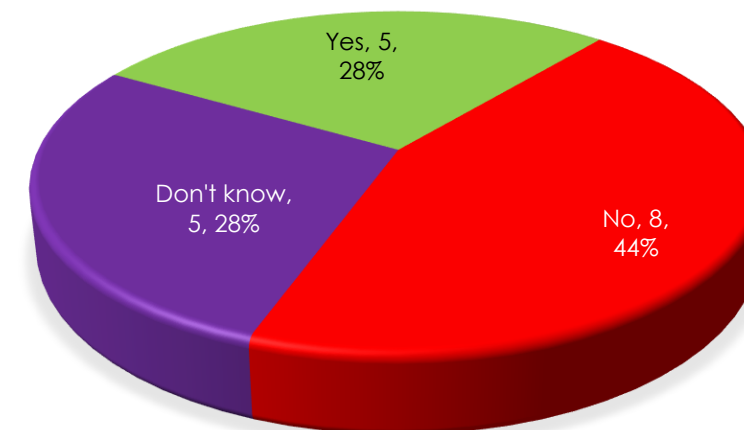
**Figure 15:** Prepared to share facilities and grounds



**Figure 16:** Prepared to share clubrooms



**Figure 17:** Willing to relocate



## 4.6 Facility Requirements and Priorities

Clubs were asked to make comment on their facility requirements and their short-, medium- and long-term needs. This is highlighted in Table 3 and summarised in the following section of the report.



# Sport Facilities Blueprint

Organisation	What Facilities are Needed?
Berri Tennis Club SA Inc.	Clubrooms with toilets, kitchen, and storage. BBQ. Shed. 19 lawn courts, six hard courts, four synthetic courts. Additional facilities, not sure.
Berri Swimming Club	Indoor Pool 25m
Berri Cricket Club Inc.	Upgraded training nets and clubrooms
Berri Rowing Club Inc.	The Club House & current lawned area are all we require at this present stage, although the lawned area is barely sufficient for state regattas.
Barmera Golf Club Inc	Nil
Cobdogla Netball Club	A safer court (resurfaced and more space around court to meet standard netball guidelines), larger storage/canteen shed, more seating.
Riverland Hockey Association	We have adequate facilities at the moment.
Berri Regional Secondary College	<ul style="list-style-type: none"> <li>▪ 10 lane 400m grass track</li> <li>▪ javelin throwing grass area.</li> <li>▪ discus circles/cage and throwing grass area,</li> <li>▪ shotput circles and gravel throwing area.</li> <li>▪ triple jump and long jump run ups into sandpits.</li> <li>▪ enough grass area for high jump and other ball games</li> <li>▪ storage shed for athletics equipment (high jump mats, hurdles, javelins, shotputs, discus', starting blocks)</li> <li>▪ multiple purpose synthetic court (hockey, netball, soccer, handball, mixed sports)</li> <li>▪ Joint use Little Athletics and SAPSASA</li> </ul> <p>Additional considerations</p> <ul style="list-style-type: none"> <li>▪ Water drink taps/water bottle fill up station in central location to grassed areas and drink taps/water bottle fill up station in stadium.</li> <li>▪ Change rooms with toilets- capable of large groups at a time and safe access for students to access during school hours.</li> <li>▪ Shaded area near grass space- close to where the school accesses</li> <li>▪ management structure to support school using facilities from 8.30am - 3.30am each day without others accessing who don't have appropriate clearance checks.</li> </ul> <ul style="list-style-type: none"> <li>▪ hiring structure that works with school daily PE/sport program and allows sufficient notice if other users are hiring facilities.</li> <li>▪ safe areas for athletic events (e.g., sufficient space, safety cages, fencing).</li> <li>▪ safe road crossing for students from school, currently stadium drive is 50km/hr with no designated crossing from school to grass area. e.g., add school crossing with flashing lights or zebra crossing and reduce speed limit to 25km when children present.</li> <li>▪ equipment storage – athletics equipment (hurdles, high jump mats etc.)</li> <li>▪ Covered Outdoor Learning Area (COLA)</li> <li>▪ Outdoor use sports courts Outdoor play space (eg. playground)</li> </ul>
Barmera Little Athletics	Oval- 8 lane track for running and long jump pit and an area for shotput/Discus. Toilets, Storage, power,
Riverland Softball Association	SKIPPED
Berri Warriors Baseball Club	Toilets/changing rooms closer to the diamonds. Batting cages. Light upgrades.
Berri Hockey Club	Clubrooms, grass fields with goals and artificial turf with shelters and other infrastructure
Riverland Gymnastics Academy	nothing
Alan Glassey Park Management Committee	Glassey Park clubrooms consisting of canteen, clubroom and women and men's toilets.
Riverland Athletics Development Squad	400m track
Berri Football Club	We need a lift/elevator to the clubrooms on the second floor as there is no disabled/wheelchair/aged members and visitors access. We also need a child-friendly, safe playspace within sight of the clubroom area.
Monash Bowling Club Inc	New lighting on one green
Berri Netball Club	More outdoor courts

**Table 3:** Current Needs

## Sport Facilities Blueprint

Organisation	Short	Medium	Long
Berri Tennis Club SA Inc.	Resurface synthetic and hard courts. Level the lawn courts.	Not sure	Not sure
Berri Swimming Club	Current Pool upgrades	Indoor heated 25m pool	Indoor heated 50m pool
Berri Cricket Club Inc.	Training Nets replaced, Pitch square upgrade/refurbishment	Club rooms	
Berri Rowing Club Inc.	Council to take over constant ground/irrigation maintenance which is currently performed by club members.	More Members	
Barmera Golf Club Inc	Extra Cart Sheds & New Shedding at Green Keepers Compound	Replacement Machinery	
Cobdogla Netball Club	Seating and scoring table (small grant received for this), court resurfacing/rebuilding (currently fundraising for this), more storage/canteen area.	Better lighting	A second court?
Riverland Hockey Association	Have more seating around the turf.		
Berri Regional Secondary College	Athletics facilities - specifically 400m track, Playground	Changerooms, Management structure, COLA	Joint use of Glassey Park
Barmera Little Athletics	Need a home for the 2023/24 season	Permanent home	Permanent home
Riverland Softball Association	SKIPPED	SKIPPED	SKIPPED
Berri Warriors Baseball Club	Light upgrades	Batting cages	Toilets and change rooms
Berri Hockey Club	Replacement of irrigation and lighting, shelter, upgrades to playing fields and clubrooms	Other infrastructure such as storage, changerooms and facilities	Grandstand storage and clubroom upgrades such as viewing platforms
Riverland Gymnastics Academy			
Alan Glassey Park Management Committee	To maintain use of clubrooms, artificial turf and grass playing fields	Have clubrooms upgraded, use artificial turf and grass playing fields.	Have clubrooms upgraded, use artificial turf and grass playing fields
Riverland Athletics Development Squad	To have suitable facilities to prepare athletes 8 to 18 years and older for 400m, 800m, 1500m, 3000m competitions.	To have a designated facility for athletes to train and self-manage their preparations outside of structured training sessions.	A viable location that can host athletic meets for local needs and inter regional competitions.
Berri Football Club	install of a lift, continued improvement of junior football and senior football	upgrade of clubrooms, continue foster and support growth of junior, senior and women's football	Build new clubrooms on the western side of the oval next to the grandstand. continue foster and support growth of junior, senior and women's football.
Monash Bowling Club Inc	lighting for night bowls	new equipment for management of the greens	
Berri Netball Club	More outdoor courts	As above	

**Table 4:** Future Needs

# Sport Facilities Blueprint

## 4.7 General Comments

Clubs provided the following general comments in relation to the facilities blueprint.

Organisation	General Comments
Berri Tennis Club SA Inc.	Not sure. Haven't seen the blueprint.
Berri Cricket Club Inc.	Additional to what was written in prior survey submission, please see below. Our playing facilities require exclusive use during the playing season due to management of turf cricket pitch. As such, we would not be prepared to share a playing facility with another sport during these months. Our current setup sharing the facility with the Berri Football Club works as they do not require access to the field for playing purposes in the summer months except for some pre-season training. Ideally, we would like to see the Berri Football, Berri Cricket and possibly the Berri River Rangers Soccer Clubs be able to remain in the current location given the location and skeleton facilities we already have. Ideally, the cricket club would like access to our own or shared clubrooms to be able to preserve and display our heritage rather than having it disappear into a storage room as it currently does. We would like to repeat that our training facility is in dire need of upgrade and would consider the nets being relocated or having shared access to an indoor training facility.
Berri Rowing Club Inc.	The above answers to facilities are a bit hard to answer as our clubrooms are owned by the club and designed specifically for rowing. they also need for obvious reasons need to be located beside the river. Our grounds/lawns could/are shared but the clubhouse is full of boats with no room for other equipment etc., from another organisation??
Barmera Golf Club Inc	We share clubhouse with Barmera Tennis Club
Berri Regional Secondary College	Traffic management of the Glassey Park area No 8 lane pool in Berri Barmera area (unsuitable for interschool/SAPSASA swimming carnivals) Child protection considerations/management of joint use areas Lease agreements/administration/governance structure/maintenance responsibilities and equipment upkeep. Past feedback provided to be incorporated/considered
Berri Warriors Baseball Club	I have not seen the facility blueprint so can't comment on it. I wouldn't like to see our club room "our shed" moved as it's a piece of the history of the club
Berri Hockey Club	Berri Hockey Club agreed to bowling club being built at Glassey Park with express dedication of Council to mark the use of land to the northeast of artificial surface for the hockey club. Discussion is required about the use of grounds as this is also a Riverland hockey site not only at the site
Alan Glassey Park Management Committee	Absolutely essential that the Alan Glassey Park Management Committee comprising of the Berri Hockey Club and Riverland Softball aren't placed in a compromising position with disregard for the history and responsibility of the committee since it's formation in 1995. That the Riverland Hockey Association who own the artificial turf are consulted about any future development.
Riverland Athletics Development Squad	I tried to instigate in 2017 a conversation between Council, little athletics entities and my RADS running group the possibility of creating a purpose-built athletics centre. The Monash oval was put forward as a possible option. This had some potential though the Barmera Little Athletics Club at the time were content on using the Glossop High School facilities. Unfortunately, as my running group is not a business or incorporated, I seem to have less traction in gaining financial or facility support despite 50% of the running group residing in the Berri Barmera Council area. Even though the RADS program is providing a healthy, structured, and positive wellbeing options for young people, it became apparent that there was very little the Council could do to assist the RADS group financially due to it not being a business. This unfortunately is very poor if at the end of the day the only focus on not being able support a local group in providing healthy athletic options is accountability on how money is allocated. We are and both Barmera Little Athletics and Berri Regional School have no structured facility to use at present. My realistic vision for a track to be built is the pit where the two softball diamonds are would be ideal. It is already circular in design. The distance around the top is 548m. This could very easily be built into a fantastic 400m track with around the track viewing. Thinking into the future, this would be a real winner in drawing outside areas to the region for competitions. You could relocate the two diamonds to the adjacent field where the baseball diamond is currently built instead of having them spread out. My background in athletics spread across two states Qld and SA over 40 years. I have been involved with Waikerie and Barmera Little Athletics Clubs either as a committee member or parent supporter since 2012. In 2018, I was bestowed the honour of being recognised as the 5RM John Ormsby Coach of the Year for athletics. I have been either coach or manager of the SA 12 and Under Cross Country team since 2013 and team manager of the SA 12 and Under track and field team from 2015 to 2109. By having 95% of my training sessions in Berri, I am potentially bringing over 1000 trips to Berri each year by runners within RADS who live outside of the Council area. These people often stop and shop after training before heading home. I believe that if RADS had a purpose-built training venue to utilise, then additional interested athletes from outside of the Council area would see further benefit in joining my running program and therefore visit the Council area. I am lucky that my wife as the Principal of the Riverland Special School received an information email otherwise, I may not have known anything about this important vision for athletics at Glassey Park. In saying this, I believe there is a meeting upcoming and unfortunately due to prior commitments, my wife and I can't attend. Please accept this feedback in good will for the best future athletics opportunities for the Berri Barmera Council area. Regards, Richard Coote

**Table 5:** Future Needs

## Section Five: Overview of Sport in BBC

This section assesses the current need for sport across the Council boundary and considers opportunities for prioritising development of sites for sport.

### 5.1 Sport Precincts

There are a total of 45 groups across the Council area that use 16 sites / facilities with some using education or privately owned space and other currently seeking a site in which to call home. Seven (7) of the 15 are in Berri, six (6) in Barmera, two (2) in Monash, and one (1) in Cobdogla and whilst there are varying names used within the community for sports areas which is a challenge, the following is used for the basis of the blueprint master plan:

Township	ID	Site	Abbr.
Berri	1	Alan Glassey Stadium	BS
	2	Alan Glassey Park	AGP
	3	Berri Memorial Oval 1	BMO1
	4	Berri Memorial Oval 2	BMO2
	5	Berri Rowing Club	BRC
	6	Berri Memorial Swimming Pool	BMSP
	7	Berri Tennis Centre	BTC
Barmera	8	Barmera Memorial Oval	BMO
	9	Barmera Outdoor Courts	BOC
	10	Barmera Lawn Bowls Club	BLBC
	11	Barmera Community Recreation Centre	BCRC
	12	Barmera Golf Club	BGC
	13	Bruce Oval	BO
Cobdogla	14	Cobdogla Memorial Oval	CMO
Monash	15	Monash Oval	MO
	16	Monash Bowling Club	MBC

**Table 6:** Berri Barmera Council Sports Precincts

Tables 7 and 8 on the following pages highlights each of the groups and their current locations with Figures 23, 24, and 25 that follow showing their physical location within each township.

# Sport Facilities Blueprint

Berri		Venue							Other / Comment	
		BS	AGP	BMO1	BMO2	BRC	BMSP	BTC		
1	Barmera Little Athletics								Red	Glossop High closed / wishing to relocate to Berri
2	Berri Basketball Club	Orange								
3	Berri Bowling Club		Orange							
4	Bowls Riverland								Red	Association representing the sport
5	Berri Cricket Club			Orange	Orange					
6	Berri Demons Football Club			Orange						
7	Berri Golf Club								Red	Golf club (private)
8	Berri Hockey Club		Orange							
9	Berri Netball Club	Orange								
10	Berri Rowing Club					Orange				
11	Berri Softball Club (Riverlands Softball Association)		Orange							
12	Berri Swimming Club (Berri Demons)						Orange			
13	Berri Tennis Club							Orange		
14	Berri Warriors Baseball Club		Orange							
15	Gerard Cricket Club			Orange	Orange					
16	River Rangers Soccer Club				Orange					
17	Riverland Baseball League		Orange						Red	Association representing the sport
18	Riverland Basketball Association								Red	Association representing the sport
19	Riverland Football League			Orange						
20	Riverland Futsal	Orange								
21	Riverland Netball Association	Orange							Red	Association representing the sport / Sport at BS
22	Riverland Hockey Association		Orange						Red	Association representing the sport / Sport at GP
23	Riverland Soccer Association				Orange					
24	Riverland Gymnastics Academy	Orange								
25	Berri Regional Secondary School	Orange	Orange							
26	Berri District War Memorial Community Group								Red	The group own the caravan park
27	Riverland Softball Association		Orange							
28	Riverland Hockey Association		Orange							
29	Alan Glassey Recreation Park Management Committee		Orange							
30	Riverland Athletics Development Squad		Orange						Red	Berri Primary School

**Table 7:** Berri Sporting Groups

# Sport Facilities Blueprint

Barmera / Cobdogla / Monash		Venue									Other / Comment
		BMO	BOC	BLBC	BCRC	BGC	BO	CMO	MO	MBC	
31	Barmera Monash Football Club	■									
32	Barmera Netball Club		■		■						
33	Barmera Lawn Bowls Club			■							
34	Barmera Lakers Basketball Club		■		■						
35	Barmera Tennis Club					■				■	Located at the Golf Club (Private)
36	Barmera Soccer Club						■				
37	Barmera Community Men's Shed						■				
38	Cobdogla Tennis Club							■			
39	Cobdogla Netball Club							■			
40	Cobdogla Softball Club							■			
41	Cobdogla Football Club							■			
42	Monash Cricket Club								■		
43	Monash Tennis Club								■		
44	Monash Netball Club								■		
45	Monash Bowling Club									■	

**Table 8:** Barmera and Township Sporting Groups

# Sport Facilities Blueprint

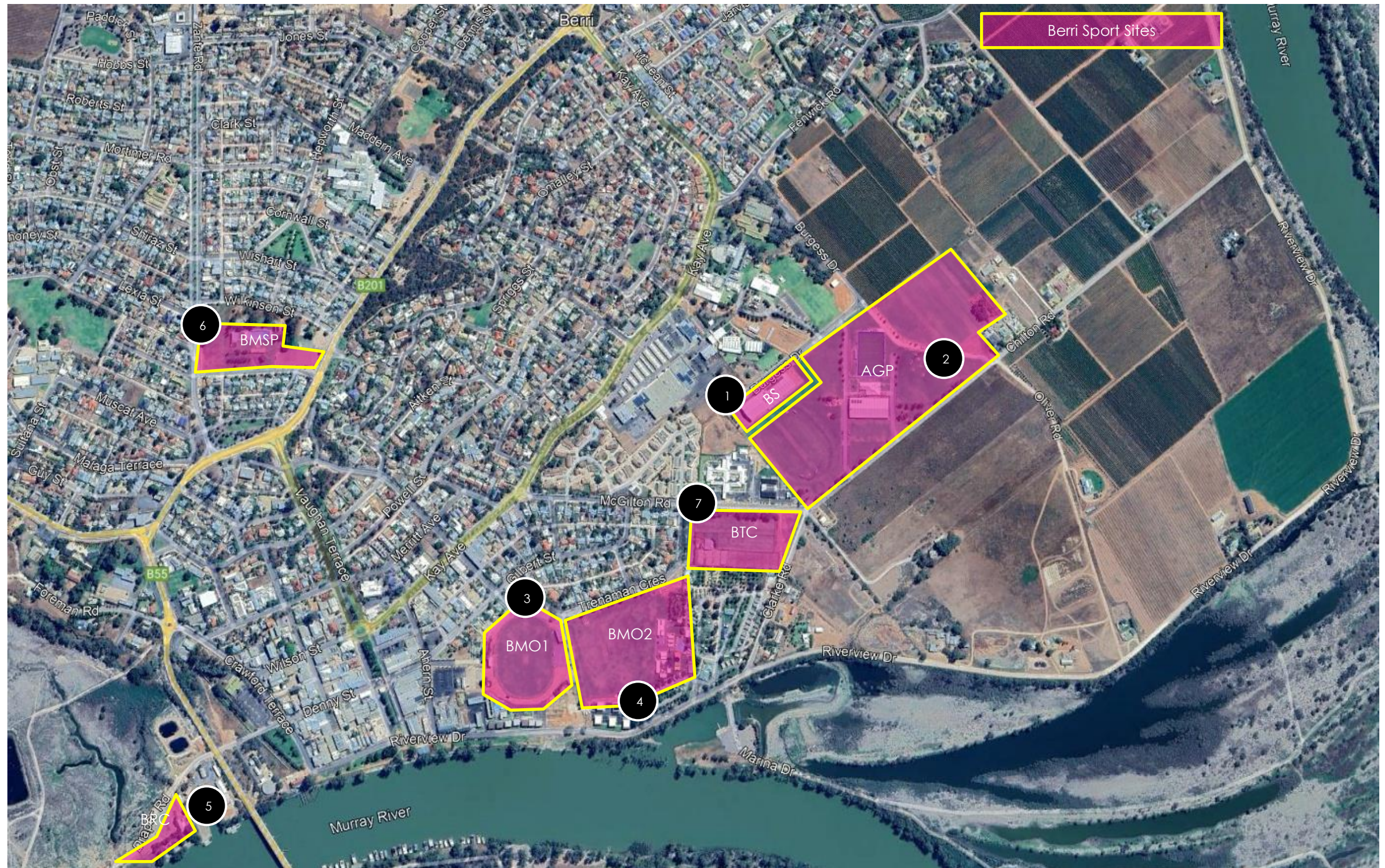


Figure 18: Sports Areas (Berri)

# Sport Facilities Blueprint

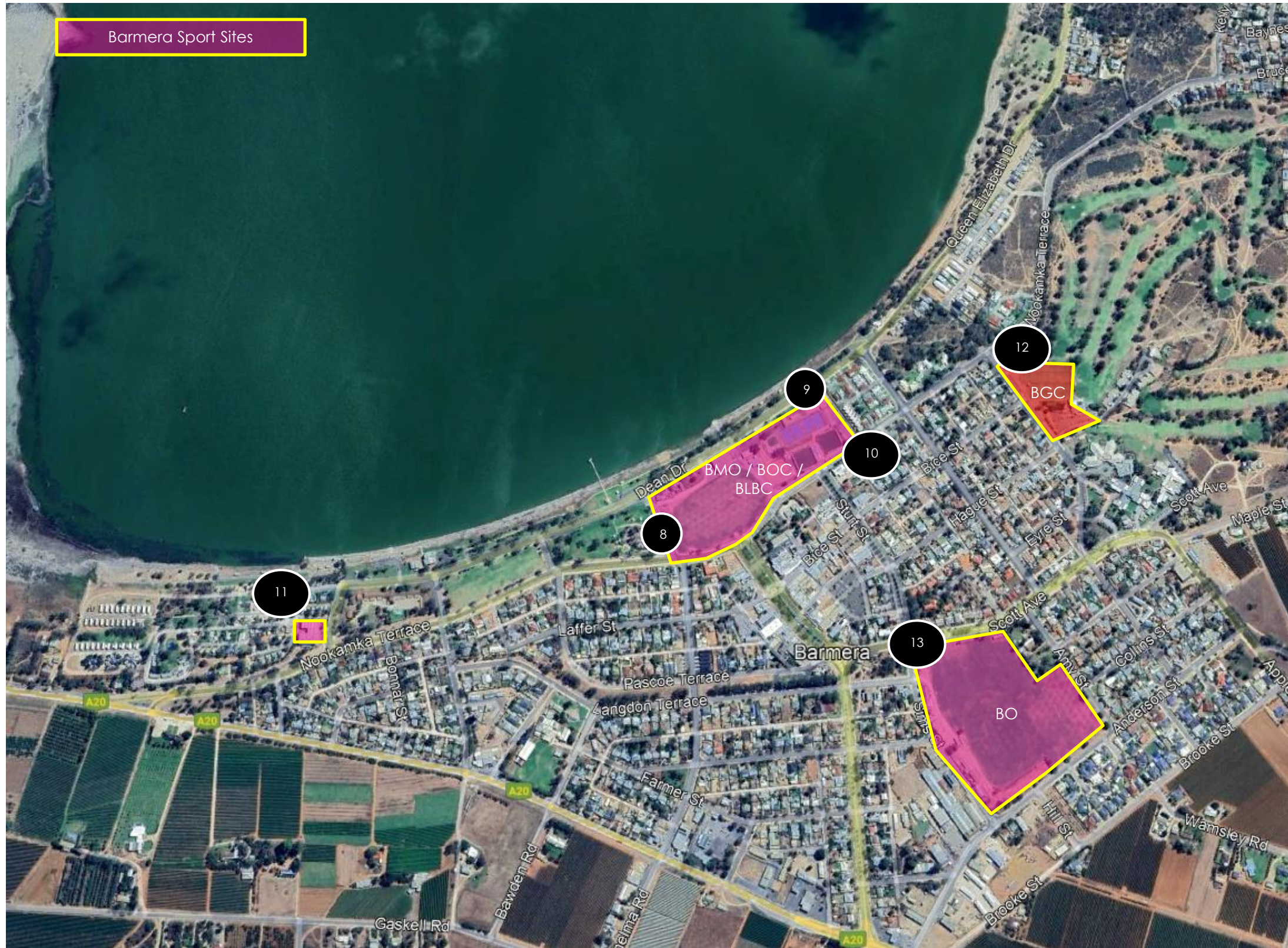


Figure 19: Sports Areas (Barmera)



# Sport Facilities Blueprint

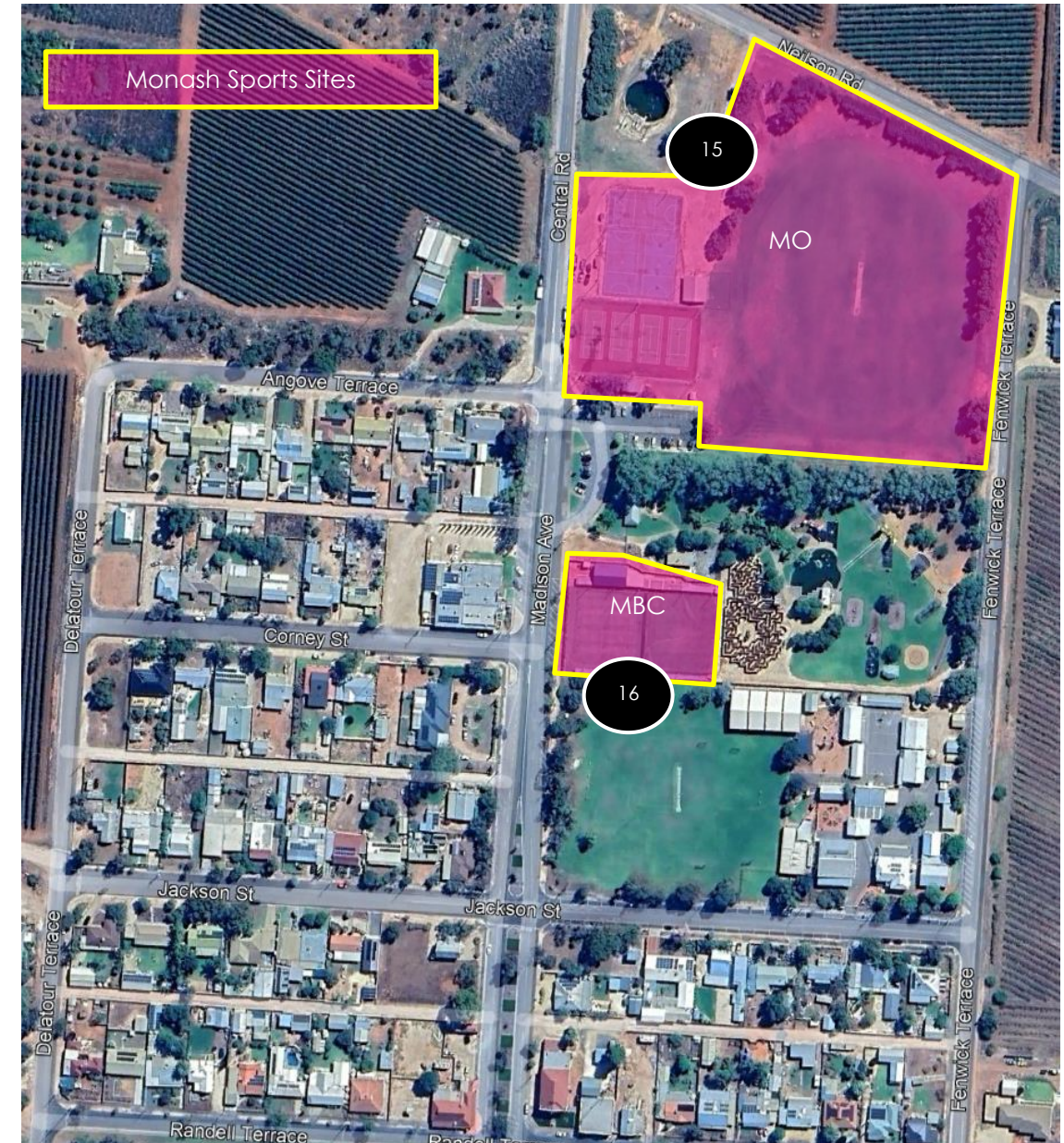


Figure 20: Sports Areas (Cobdogla and Monash)

## 5.2 Precinct Overview

The following provides a brief overview of each site and its current carrying capacity based on existing use for training, competitions, and/or carnivals as highlighted below.

- Training
- Competition
- Carnivals

It does not assume its full carrying capacity as this would need to include turf impact assessments on sites which are field based but does provide an overarching assessment of current use and potential gaps based on times and frequency of use by existing users, followed by a broad assessment of opportunities and challenges with each.

# Sport Facilities Blueprint

## 5.2.1 Berri Stadium

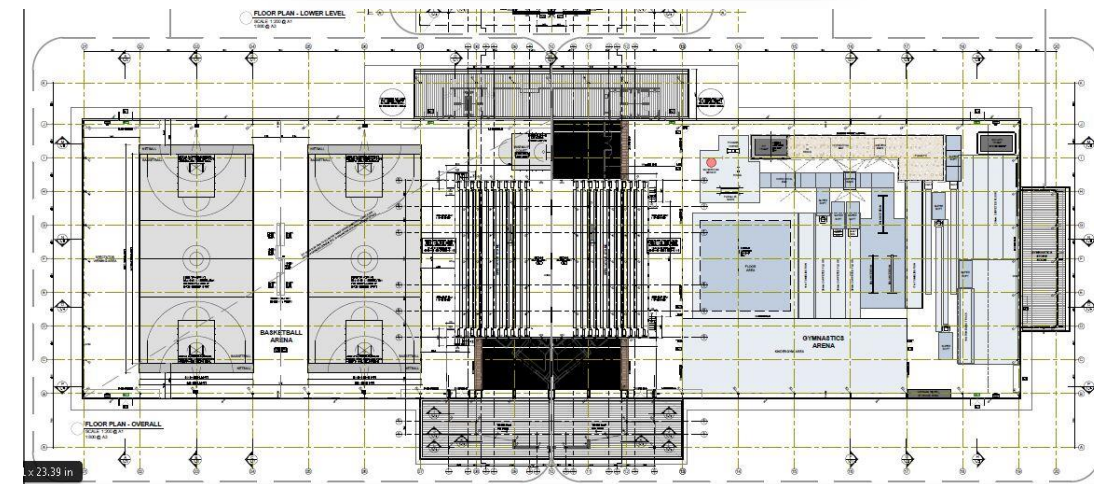
Located on Stadium Drive is the home of the Riverland Regional Innovation and Sports Precinct and the Berri Stadium. Completed in early 2018, the Sporting Complex is a modern two court facility with purpose-built gymnastics combined. In the centre of the stadium are office spaces and shared changing and catering facilities that serve all users. The centre is managed by the Riverland Regional Innovation and Sports Precinct Management Association which is a Tier One Group with Tier Two being groups that use the facility under agreement to include:

- Riverland Netball Association
- Berri Netball Club
- Riverland Basketball Association
- Riverland Futsal
- Riverland Gymnastics Academy

The Association comprises representatives of the Combined Basketball Netball & Associated Sports Committee (CBNASC), Riverland Gymnastics Academy and Community and business representatives and has a sub lease agreement with the Berri Regional Secondary School for access to the centre during weekday school hours.

Due to its unique nature and amount of equipment which requires to be permanently set up, the gymnastics centre cannot be shared with other users with the exception of kinder gym which is collocated within the facility.

The use of the 2-court facility highlights a high amount of use particularly during the afternoon's evenings throughout the year for training basketball and netball training and Friday evenings for competitions. Weekend use during the summer is vacant as is either a Saturday or Sunday throughout the year. With professional management and programming, additional use could target morning use and gaps at weekends recreational or social programming targeting certain groups within the community.



Basketball / Netball		January							February							March							April							May							June							July							August							September							October							November							December																											
		M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S														
Berri Stadium	Morning (8-12)																																																																																																									
	Afternoon (12-5)																																																																																																									
	Evening (5-10)																																																																																																									

Figure 21: Berri Stadium Analysis of Use

# Sport Facilities Blueprint

## 5.2.2 Glassey Park

Located on Stadium Drive, this is the main sports precinct in the region with state-of-the-art facilities including the water based synthetic hockey pitch, undercover bowls, and purpose-built diamond sports of softball and baseball.

At 16.6ha in size, use of the site is in demand with several groups wishing to form a base at the site including Little Athletics, and a more formal access by the Berri Regional Secondary College for curriculum-based sport and outdoor activities.

Management is however fragmented with no one body responsible for overall programming although in 1997, Council entered into a lease arrangement with Alan Glassey Recreation Park Management Inc. in respect of the Amenity Building area for 21 with no specific provision for extension, or for any automatic extension in the Local Government Act of the time.

The purpose for which the lease was granted was to “manage sport and recreation building” for a yearly rent of \$10.00 and loan repayments of \$8,489.84 per annum payable to 1 February 2005. However, not all of the current groups are represented under the Association with focus largely given to diamond sports and hockey.

The master plan prepared for the park identified 3 options, but it is felt that this now requires renewing in light of the findings from this report and the current uses as highlighted in the schedule of use table on the following page. A summary of opportunities and considerations are however as follows:

- Availability of Synthetic sports surface us in the summer months, noting any additional use will reduce the lifecycle of the surface.
- The informal grassed areas currently be used may be better designed, programmed, and managed for current and other uses.
- Diamonds 1 and 2 being predominantly vacant in the winter months but noting that this area is a floodplain which would affect seasonal programmed use during this time.
- The school wishing to develop and/or use additional open space and sports areas for their growing student numbers.
- Little athletics wishing to formalise the use of the site noting other options may exist for the group to use and access across the Council area.
- The unique nature of bowls meaning little opportunity for shared use of their sports area.
- Fragmented centralised facility between bowls and hockey.
- The general lack of community opportunities at the site with only 2 local playspaces both offering similar experiences and targeting younger children.



# Sport Facilities Blueprint

Glassey Park Fields		January					February					March					April					May					June					July					August					September					October					November					December																																	
		M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F
Riv erland Hockey Synthetic	Morning (8-12)																																																																																									
	Afternoon (12-5)																																																																																									
	Evening (5-10)																																																																																									
Riv erland Hockey Grassed Area 1	Morning (8-12)																																																																																									
	Afternoon (12-5)																																																																																									
	Evening (5-10)																																																																																									
Riv erlands Baseball Diamond 1	Morning (8-12)																																																																																									
	Afternoon (12-5)																																																																																									
	Evening (5-10)																																																																																									
Riv erlands Baseball Diamond 2	Morning (8-12)																																																																																									
	Afternoon (12-5)																																																																																									
	Evening (5-10)																																																																																									
Riv erlands Baseball Diamond 3	Morning (8-12)																																																																																									
	Afternoon (12-5)																																																																																									
	Evening (5-10)																																																																																									
Riv erland Baseball Grassed Area 3	Morning (8-12)																																																																																									
	Afternoon (12-5)																																																																																									
	Evening (5-10)																																																																																									
Little Athletics Grassed Area 3	Morning (8-12)																																																																																									
	Afternoon (12-5)																																																																																									
	Evening (5-10)																																																																																									
Riv erlands Softball Diamonds 2 and 3	Morning (8-12)																																																																																									
	Afternoon (12-5)																																																																																									
	Evening (5-10)																																																																																									

Figure 22: Glassey Park Analysis of Use

# Sport Facilities Blueprint

## 5.2.3 Berri Memorial Oval 1 and 2

The Berri Memorial Oval 1 and 2 are located centrally within the township of Berri and is home to the Berri Football Club, the Berri Cricket Club and the River Rangers Soccer Club. The Riverland Football League also use the site as the base for the regions activities and has a club house located on the northeastern boundary of the oval.

Football and cricket use BMO1 seasonally for winter and summer use respectively, with soccer also using BMO1 for training and games in the winter.

BMO2 is predominantly cricket and soccer and a summary of consideration being:

- The Berri Football Club clubroom is not DDA compliant given it is a 2-storey facility without a lift.
- The grandstand is on the western boundary in front of the gate of honour
- The use of the BMO1 for 2 winter sports of football and soccer may pose a carrying capacity issue for both player safety and sport performance.
- There is a seasonal transition conflict for BMO2 in September when soccer is still being played but cricket training commences. This is manageable but needs to be monitored.
- Memorial Oval 1 has weekday and Sunday vacancy, but the turf wicket and outfield must be protected.
- The precinct could be redesigned to include more community access outside of sport and would require master planning.
- Currently considered 2 precincts but opportunity to managed under one banner and coordinate use and future needs.
- State sporting organisation (SSO) feedback from the SANFL highlights a that whilst standards for facilities is increasing in regional areas with 41% now being female friendly; Loxton and Waikerie are their focus for a SANFL level facility given they of a higher standard than Berri. Focus for the ground is however lighting with a minimum 150 lux required for training and evening games. SANFL also believe that the Berri FC should commence strategic planning to highlight its future needs and succession.
- SSO feedback for cricket from SACA also identified the main challenge for the Memorial Oval being lighting. The standard for cricket is however higher than football with a minimum 300 lux required. The SSO could provide up to \$50k but the total is estimated at \$500k. As with football, the focus for cricket is on Loxton.
- The Football Federation of SA did not provide a response for the strategic direction of their sport in the region.



# Sport Facilities Blueprint

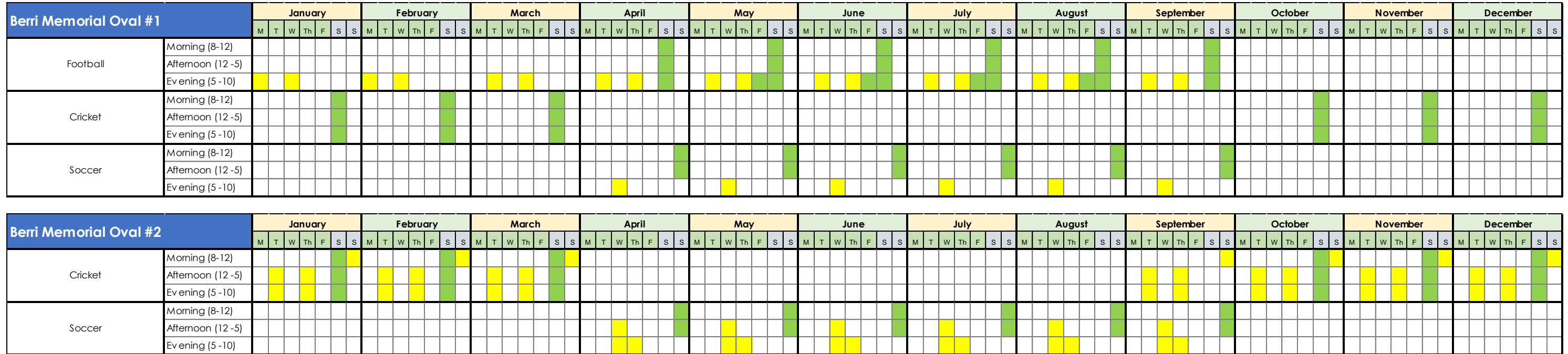


Figure 23: Berri Memorial Oval 1 and 2 Analysis of Use



## Sport Facilities Blueprint

### 5.2.5 Berri Memorial Swimming Pool

Given the pool is a 25-metre outdoor facility, the club operated predominantly in the summer when the facility is also open to the public. The pool itself is outsourced by Council to a third-party operator (Belgravia leisure) and accessed by the Berri Swimming Club as their primary venue.

Swimming SA support the need for aquatic facilities in the region and suggest for the Riverland Councils support the development of pools. It goes on to state that communities don't tend to travel multiple times a week for training or learn to swim and with current management structures and the space available, multiple clubs could not train at the same location and therefore whilst they support community access which makes pools more viable, this is to the detriment of clubs.

The Renmark pool is however a larger 50m and more modern facility, and further consideration needs to be given to the future of pools in the region to include their life cycle and needs/location of a pool in Berri. An additional consideration is the use of the Coombe Reserve which has been mooted for partial development, and whilst this is outside the scope of this report, the pool could be relocated to a more prominent location, but this would be dependent upon a separate needs analysis and feasibility study being undertaken.



Coombe St Reserve		January							February							March							April							May							June							July							August							September							October							November							December						
		M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S
Hayden Stoeckel Swimming Pool	Morning (8-12)																																																																																				
	Afternoon (12-5)																																																																																				
	Evening (5-10)																																																																																				

Figure 25: Berri Memorial Pool Analysis of Use



# Sport Facilities Blueprint

## 5.2.6 Berri Tennis Centre

The Berri Tennis Centre hosts a total of 29 courts comprising 19 lawn, 6 hard (multi lined with netball), and 4 synthetic courts. Netball mainly uses the Riverland Regional Innovation and Sport Stadium and wishes to develop more outdoor courts at that site.

Tennis SA highlight that the courts are used annually for the Foundation Cup in October which caters for 152 players across 11, 13, 15 and the under 17 age groups. 12 accredited coaches assist with approximately 350-400 family members attending with participants.

To help facilitate the event, all 42 Cabins in the adjacent motel are for the entirety of the event and all court are used for the 4 days for approximately used 10-12hrs per day.

The SSO states that while the number of courts is good, they accept that maintenance and upkeep may be a challenge and the event could potentially be reconfigured with fewer courts. There is also opportunity for other court-based uses to include the popular form of tennis such as Pickle Ball.

The whole site therefore has potential for several uses and should be master planned with an aim of reducing the dependency and cost to the club, whilst enhancing broader recreational access to the broader community.



Berri Tennis Club		January					February					March					April					May					June					July					August					September					October					November					December																																									
		M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S																				
Tennis	Morning (8-12)																																																																																																	
	Afternoon (12-5)																																																																																																	
	Evening (5-10)																																																																																																	

Figure 26: Berri Tennis Centre Analysis of Use

# Sport Facilities Blueprint

## 5.2.7 Barmera Sports Precinct

Collectively combining the oval, netball, and bowls is the Barmera Sports Precinct, the main area for sports in the township and has traditionally been seen as three separate areas but given its location and size, should be viewed as a regional complex similar to Glassey Park.

The Barmera Monash Football Club use the main oval in winter, but there is no formal summer user at the site. Cricket would be an obvious sport to co-locate, but no longer play in Barmera but instead use facilities in Berri. This provides an opportunity for additional summer use.

Whilst dual lined marked for basketball, the outdoor courts are also used only in winter for netball, and whilst no immediate demand, could be shared with tennis should the need arise. Basketball currently use the indoor recreation centre adjacent to the Lake Bonney Foreshore.

Bowls have 2 synthetic surfaces which provides opportunity for year-round use, but given they are not covered like the Berri Bowls Club, it is assumed that this does not occur.

The site is also home to the Barmera Scout group and includes a skate park and playspace for recreation use by the broader community. There does however seem to be some fragmentation in precinct flow and connectedness with the precinct and lakefront. This provides an opportunity to master plan to ensure optimal use and access by sports and the broader community.





# Sport Facilities Blueprint

## 5.2.8 Barmera Community Recreation Centre

The Barmera Recreation Centre is split into two tenancies of:

1. The fitness rooms, gym and consulting rooms are one tenancy and commercially leased to Health First Physio group.
2. The stadium is available for hire from Council with the main user groups being:
  - Barmera Basketball Club (plus Riverland Association)
  - Barmera Netball Club (plus Riverland Association)
  - Barmera Badminton Group
  - A community fitness group runs a weekly fitness session.
  - Various ad hoc individual users for sports training or birthday parties.

As can be seen from the schedule of use for structured sports, the centre is primarily used during the winter for netball and summer for basketball, with some conflicting use during season transition in September, February and March.

Council manages the cleaning contract for the shared changerooms and foyer areas plus the stadium cleaning, but it is felt that full optimisation of the centre could be realised, particularly for daytime use similar to the Glassey Park stadium.



Barmera Recreation Centre		January							February							March							April							May							June							July							August							September							October							November							December																								
		M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S											
Barmera Netball	Morning (8-12)																																																																																																						
	Afternoon (12-5)																																																																																																						
	Evening (5-10)																																																																																																						
Barmera Basketball	Morning (8-12)																																																																																																						
	Afternoon (12-5)																																																																																																						
	Evening (5-10)																																																																																																						

Figure 28: Barmera Community Recreation Centre Analysis of Use







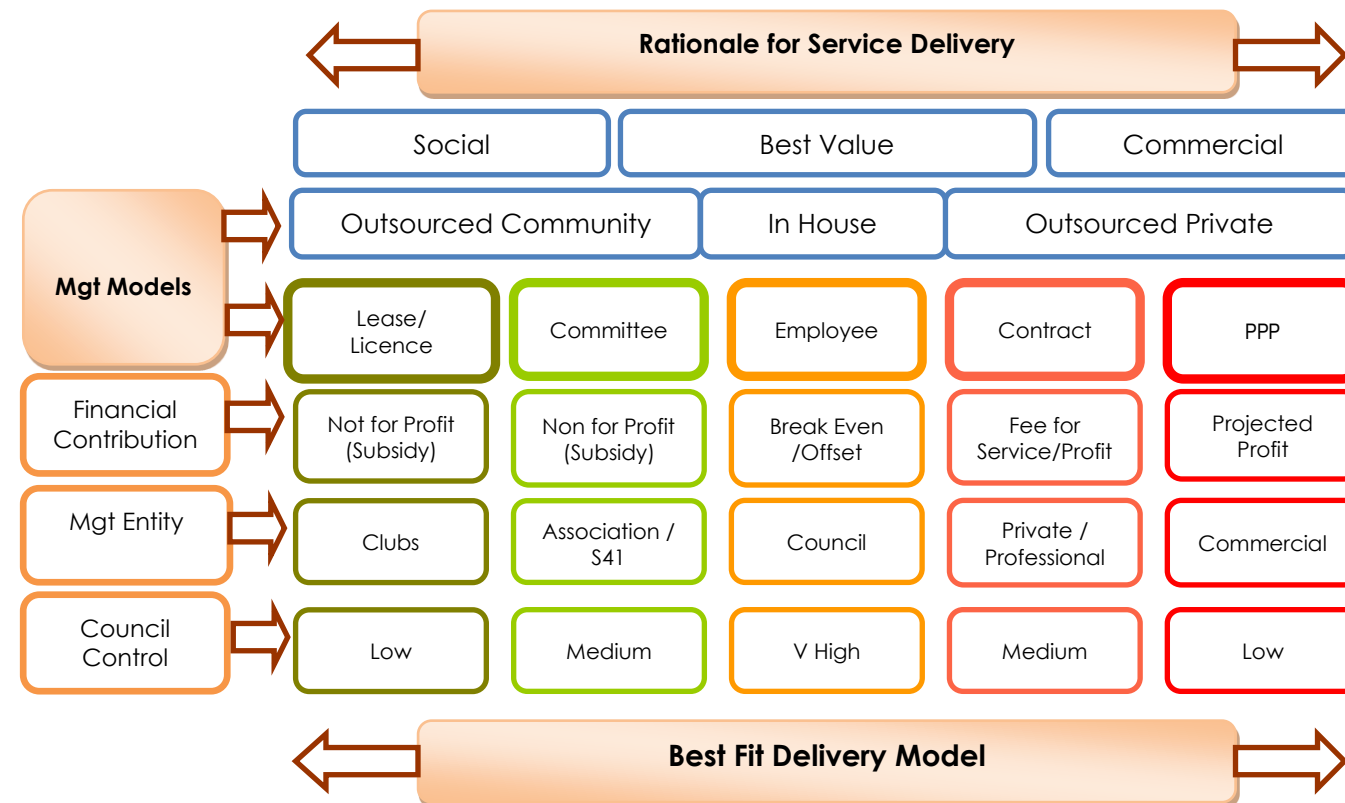
## Section Six: Governance

### 6.1 Management Options

Before discussing possible options for governance of precincts, it is the need to understand the type of management models available for community or public facilities. That is, Council being the 'owner' of public facilities has an obligation and duty to ensure they are:

- delivered in a manner in which they are intended (as public facilities).
- offer a range of opportunities.
- are available to as many residents and groups as possible.
- delivered in the most cost-effective manner and
- ensures services are not compromised as a result of the above.

Given this understanding, several management options are available from outsourcing to the community, private sector, or managing in house with employed Council staff. These are highlighted in Figure 32 and whilst there is no one model that fits all services, the models provide Council and stakeholders with a collective understanding of options and which model may best fit for precincts.



**Figure 32:** Management Options  
M Band, One Eighty SLS

### 6.2 Rationale for Service Delivery

Three options are posed when assessing the rationale for why a service is being delivered, namely:

#### 6.2.1 Social Orientation

If the intent of a service is to primarily meet the needs of a community where there is a gap in provision or service, then the management option may reflect a more socially orientated approach. Whilst this ensures a collaborative input from stakeholders, these types of facilities or services are normally heavily subsidised and tend to include sports precincts, open spaces, and other community services such as libraries etc.

#### 6.2.2 Commercial Outcomes

These types of facility are normally based on a user pays model whereby the service may not be deemed core to Councils delivery but may offer a broader service to the community. These arrangements could include private recreation facilities which complement overall services rather than meeting a gap in provision. Examples may include large scale centres with leisure pools; gymnasiums or facilities that have a large regional catchment.

#### 6.2.3 Best Value:

A common approach to public facility management is the notion that facilities should primarily meet the needs of the intended user whilst being as financially sustainable as possible. That is the facility should aim to become cost neutral or at the least the subsidy heavily reduced whilst still meeting a community need.

Whilst the notion of 'Best Value' stems from a statutory requirement of local government in the UK in the 1990's and in Australia in the early 2000's; its premise is still relevant today. As a replacement for Compulsory Competitive Tendering (CCT), or the Purchaser, Provider Split as it was commonly referred to in Australia which saw services tendered, competed, and measured against financial outputs; Best Value (BV) attempts to balance provision against four key indicators of:

1. **Strategic Objectives:** why the service exists and what it seeks to achieve.
2. **Service Delivery Outcomes:** how well the service is being operated in order to achieve the strategic objectives.
3. **Quality:** the quality of the services delivered, explicitly reflecting users' experience of services, and
4. **Fair access:** ease and equality of access to services.

In summary the Best Value approach assumes that services must be delivered and managed in a way that reflects the rationale for service delivery (social or commercial outcome) and the quality of service delivered that meets the end users' needs.



# Sport Facilities Blueprint

---

## 6.3 Management Model

Given the thought process behind the rationale for the service delivery, several options are available to include:

### 6.3.1 Outsourced Community

Options under this management model include:

#### Lease

Driven from more of the 'social' principle is to wholly offer a facility / site / service to an individual or group to use for their own activities. Effectively this passes the operational onus but also means some loss of control over the operational aspects of the facility/site for Council although terms can be written into a lease agreement. Key considerations of this are:

- A legal agreement between two entities, i.e., the parties must be incorporated legal entities.
- The lessee has rights for a specific time in return for a rent.
- The owner has no (or little) control of policy and direction and forfeits all involvement in day-to-day management except in breach of terms.
- The lease is usually for a long period with an option for renewal; normally 21 years but with five-year options plus right of renewal.
- It is difficult for the lessor to withdraw from a lease without the approval of the lessee. Within the terms of the lease, the lessee has the freedom to manage the site / building as the lessee sees fit within the terms of the agreement, and
- Once the lease has been signed, the terms cannot be changed without the consent of both parties except where expressly stated in the terms.

This is not a strong option if Council wishes to include the service provider in services development or strategic growth of the whole service and can isolate groups to focus on their own needs rather than the general good of the community.

#### Licence

Also referred to as a permit, this allows for a specific use at a designated time and/or period. This is commonly used where the user does not require full access to a site or facility but determined a specific time and date outside of which, can then be 'licensed' to other users for access.

Opportunity exists to have an **anchor tenant model** and within the lease arrangement explicitly state the intent for sub lessees or licensees and their rights. This could include an agreed allocation of takings from centre/facility activities such as programming, bar, catering etc. and include rights for shared programmed use of the site and facilities.

#### Committee of Management

Balancing more centrally but still to the left of a commercial venture is a Committee of Management which is a common model particularly for facilities and precincts whereby a number of groups are located. Section 41 of the Local Government Act of South Australia allows for individual committees to form and oversee specific facilities on Councils behalf, with other models including direct lease arrangements with incorporated associations to administer some Council functions. This can become administratively onerous to Councils, but key aspects of management include:

- A legal agreement between Council and the Association is developed.
- Councils have little or no control over the day-to-day management.
- Profits (surplus) from the service are retained within the Community Association, and
- Council usually underwrites the association by annual lease or licence.

The individual Community Associations usually require some assistance with cash flow funding in the short term to enable them to function. Individual user groups may, over time, come to exert a high degree of influence over the operation of the centre. Some associations employ professional contract managers or groups and oversee their day-to-day management.

### 6.3.2 In House

Also termed 'Direct Service of Management' the benefits of in-house management is that Council retains full control of all aspects of the business. In larger South Australian Councils, this is a common approach whereby managers are employed directly and normally sit within a 'provider/service' department such as community services or facility management. Some smaller Councils may not however have these skills in house and finding skilled personnel in smaller rural communities can be challenging.

Traditionally facilities managed in house have been required to at least break even. Operationally the whole service comes under Councils direct responsibility and should this model be pursued, a balance between social and commercial objectives ensures the facility meets its primary aim of serving its immediate community whilst being financially accountable.

# Sport Facilities Blueprint

---

## 6.3.3 Outsourced Private

### Contract

One of the more common approaches is an arrangement whereby a facility and/or service is outsourced to a third party (normally a commercial operator) for a fee for service arrangement for a given period of time. This is more common when recreation centres are considered whereby specific knowledge and experience is required to ensure optimal access and use of public facilities.

Downfalls include some loss of control and additional management fees, however these can be negotiated and considered within a tight procurement and contractual process that identifies roles, responsibilities, and both social and commercial KPI's.

### Commercial Partnership (PPP)

A commercial partnership is a process whereby the private sector and government enter into an agreement to construct, manage, and deliver recreation services. Also known as BOOT Schemes (Build, Own, Operate & Transfer), such agreements are normally undertaken when:

- A developer agrees to provide a service or facility in lieu of or to support a commercial venture or
- A commercial gain is envisaged that can fill gaps in an area of identified need.

This approach differs from the fully outsourcing as it implies that both parties are committed to, and work towards achieving common key strategic outcomes.

## 6.4 User Pays Management Agreements

Whilst Council is not in the business of 'profiting' from community organisations, it does have an obligation to ensure facilities and services under its jurisdiction are managed in the most efficient manner and the cost to ratepayers is reduced.

Many of its current management agreements and licences have lapsed or non-existent and therefore opportunity exists to consider a fair and equitable user pays management agreement (UPMA) as follows:

- a = site/sports field/facility carrying capacity (identified hours of optimal use)
- b = cost to maintain / operate
- c = land managers level of subsidy (% of (b) as its social obligation)
- c = % (\$) needed to be recouped (b-c)
- d = user groups contribution based on hours of use (% of c)

This does however require a policy direction from Council in regard to the level of subsidy it is willing to apply (c), and once this has been established with extensive consultation with the community, will ensure groups only use what they require while allowing for optimal and fair and equitable use of all sporting precincts within the Berri Barmera Council.

## Section Seven: Conclusion

### 7.1 Sporting Infrastructure Themes

Whilst not every group, club or association provided input regarding the future of sporting facilities, several themes are emerging from findings that will assist in shaping development and prioritisation over the coming years, these being:

#### **Demand versus Need**

It is essential when planning for community facilities, particularly in a community the size of Berri Barmera, that expressed demand is balanced with need and viability. The need to ensure facilities are planned on a regional basis is therefore crucial to avoid duplication and ensure facilities are as viable as possible.

Berri has Alan Glassey Park which boasts a regional indoor complex, hockey pitches, bowls, and diamond sports, and these should be a focus of the town. Neighbouring communities may be best placed for other sports and activities such as SANFL level facilities, swimming, and other activities for example, and therefore it is essential that detailed need assessments are undertaken as part of the planning process, and communication and dialogue remains open across the region. Ultimately this will ensure facilities are optimally utilised, services maximised, and duplication avoided to ensure their viability especially with such small catchments.

#### **Facility Quality**

There are several 'regionally classified' facilities and open spaces in the Berri Barmera Council district, and whilst this is commendable and fortunate for users and the broader community, expectations may be heightened by their presence. That is, it is important to educate the community in regard to centralising, rather than replicating facilities within each township, which would of course not be a viable option.

#### **Precinct Fragmentation**

All precincts seem currently fragmented by way of user groups that isolate themselves under their own activity, and whilst it is not being advocated that groups amalgamate, it is essential that precincts are planned, used, and programmed to ensure ongoing communication, cooperation, and collaboration for optimal access and use.

There are also many instances that highlight gaps in use of precincts, whether this be seasonal whereby no activities are undertaken, or during seasons with opportunities to maximise use with other groups. This of course need to be undertaken in a manner that ensures sports surfaces are not overused and turf allowed to repair in between uses, but consideration given to ensuring optimal use of existing precincts over developing and/or acquiring new land for further sporting use.

#### **Precinct Consolidation**

Given the above, and void of further decisions regarding the viability of some activities and their location within the Berri Barmera Council District, it is essential that Council places focus on land that it has direct jurisdiction over, and whilst some community groups may use private land for their activities, these areas should be acknowledged, but excluded from blueprint planning. The 16 precincts could also be consolidated to assist in their daily management and programming and ensure groups work collaboratively for the benefit of their sports and ultimately the wider community.

#### **Management**

As highlighted, this is currently fragmented and requires immediate attention. There is little evidence of strategic coordination of precincts and/or sports, and most are working in isolation and void of direct agreements with Council. Centralising precinct management may be required and whilst groups operate within their own jurisdiction, should be encouraged to work collaboratively for the benefit of the community at large. Management models have been discussed and community / Council coordination is proposed for each of the precincts to ensure resourcing is minimised, and accountability and communication with and between Council and user groups, maximised.

#### **Partnerships**

Current demand seems to revolve around the need to cater for athletics given the recent closure of the Glossop High School. The closure of the school has resulted in a domino effect on the Berri Regional Secondary College which has had to accommodate additional students and their needs. Additional space is therefore required for both of these activities, and it is suggested that this provides a good opportunity for Council to partner with the state government to address both a community and education needs within Berri in particular.

#### **Succession Planning and Sustainability**

It is evident that some groups and clubs are well managed and progressive, whereby others are surviving and reacting to daily pressures. It is crucial to ensure that clubs plan for the future and strategically identify priorities and opportunities to ensure their growth, and in some instances, survival.

# Sport Facilities Blueprint

---

## 7.2 Principles

In line with the above and forming the foundation for current and future planning, are the following guiding principles (GP's) proposed to guide sporting infrastructure development in the Berri Barmera Council area.

### 1 Needs

It is crucial to ensure facilities are not duplicated and a regional approach to planning and provision is adopted. This will include close collaboration with neighbouring authorities and State Sporting Organisations assisting in identifying priority areas for their activities and clubs.

### 2 Quality over Quantity

Sporting infrastructure will be developed and managed to avoid duplication and provide better places for people to participate in sport and recreation. Precincts will be consolidated to ensure a focussed approach and support from Council.

### 3 Centralised Precinct Consolidation

Given their physical location and size, the consolidation of precincts in Berri and Barmera should form the focus of planning. This is not to the detriment of smaller townships, but centralisation of sports in these areas should remain a priority for Council.

### 4 Township Precinct Management

Smaller townships with populations in excess of 500 residents, should have as a basis of provision, a district classified open space land parcel. This should support both active and passive opportunities and designed in a manner that optimises community access and provides options for structured sport should these not be able to be accommodated in the proposed precincts in Berri or Barmera.

### 5 Optimal Use

Facilities will be designed and managed to ensure optimal use for sporting and community needs. Single use facilities will not be favoured unless the activity is incompatible with other uses. Focus will also be given to optimising existing precincts based on the current carrying capacity, over developing, or acquiring new land for structured sporting use.

### 6 Carrying Capacity

Facilities and sports areas will be managed in a manner that ensures optimal but not overuse. Carrying capacities will be assessed and use managed within licence, lease or permit agreements.

### 7 Management

Council will work with local clubs and providers to determine the best management options for multi-use facilities with a view of centralising management agreements for each precinct. This does not affect clubs' individual identities, but centralised management agreements should be favoured.

### 8 Collaboration

Council will work collaboratively with the sporting community in developing and managing quality infrastructure for the existing and future generations. Sporting groups will be encouraged to work together and continue dialogue and communication to ensure programmes and services are delivered in the best possible manner.

### 9 Partnerships

Council will work with stakeholders to include local schools, businesses, and the State Government to seek opportunities for sport facility use and development.

### 10 Relocation

Clubs will be engaged regarding co-location in district and regional sporting precincts as part of future master planning.

# Sport Facilities Blueprint

## 7.3 Recommendations

The following forms the basis of recommendations for current and future planning of sport in the Berri Barmera Council

### Recommendation 1: Open Space Planning

The existing open space plan is obsolete and provides Council with little information or direction in relation to open space management, acquisition, or disposal. A refinement of the plan based on the findings in this report would be beneficial and would guide the overall development of land in the next 10 -20 years.

### Recommendation 2: Precinct Consolidation

The primary recommendation is to ensure Council can effectively manage its sport and recreation assets in a strategic rather than reactive manner. To achieve this, it is recommended that consolidation of precincts occur. The current 18 precincts could be consolidated into 10 (potentially 9) geographical precincts as highlighted below in Table 9:

Township	ID	Proposed Precinct	Comment
Berri	1	Alan Glassey Park Stadium	Stadium and Fields as one precinct
	2	Berri Memorial Oval	Includes precinct 1 and 2
	3	Berri Tennis Centre	Potential to reduce number of courts
	4	River Precinct	Berri Rowing Club
	5	Coombes St Precinct	Berri Memorial Swimming Pool future to be determined and precinct returned to reserve and identified for other uses if need be.
Barmera	6	Barmera Memorial Oval Precinct	Includes oval, courts, and bowls
	7	Barmera Community Recreation Centre	Acknowledged as the second indoor precinct within the BBC
	8	Bruce Oval Precinct	Soccer precinct. Summer activity to be identified
Cobdogla	9	Cobdogla Memorial Oval Precinct	District open space designed for all community sport and recreation use
Monash	10	Monash Oval Precinct	District open space designed for all community sport and recreation

- Regional Precincts
- Potential other uses

**Table 9:** Proposed Council Sports Precincts

### Recommendation 3: Precinct Optimisation

The existing precincts are not being fully optimised and at this stage, we see no need for Council to acquire new land to accommodate sport. The existing precincts may be better used, and master planned / designed to accommodate existing and proposed uses, and this should remain a priority for the foreseeable future.

### Recommendation 4: Indoor Facilities

The Barmera Indoor Community Recreation centre, and to a lesser extent The Riverland Regional Innovation and Sport Precinct, could benefit from additional daytime usage. This should be supported by Council and written into any management agreement with and between Council, and centre management. It is felt that the Barmera facility may benefit from an outsourced management model that could be more proactive in facility use and optimisation.

### Recommendation 5: Alan Glassey Park

As the premium precinct in the region, it is essential that AGP is developed and managed accordingly. There is an opportunity to develop additional outdoor courts at the site as well as formalise the 'grassed' areas currently being used by existing sports. The site should therefore be master planned within the existing footprint and proposed uses of little athletics be considered at other district facilities.

### Recommendation 6: Track and Field

There are precincts outside of Alan Glassy Park that could accommodate summer field sports including The Barmera Memorial Oval Precinct, Bruce Oval, Cobdogla, and Monash Precincts. There is also an opportunity for athletics to become a regional activity, and further consultation should occur with both Athletics SA and Little Athletics SA regarding the development of a regional facility at one of these sites.

### Recommendation 7: Berri Memorial Oval

This precinct should be master planned to accommodate traditional sports of football, cricket, soccer, and district community recreational facilities. An appropriate centralised management structure should be adopted, and Council enter into an agreement with the one centralised body comprising site users. The master plan should, as a matter of priority, address lighting enhancement and centralised club facilities for all site users.

### Recommendation 8: Tennis Centre

The current 29 courts are an oversupply for a small community, and whilst the Foundation Cup uses all courts, the SSO has stated that it could work the tournament with fewer courts which would ultimately alleviate some of the operational pressures of the club. Divesting courts would also free land for other uses including the caravan park expansion, and/or potential relocation of the pool to benefit park visitors and tourists as well as club users. This notion should be explored further in a refined master plan.

## **Recommendation 9: Coombes Street Precinct**

There is an opportunity to divest some of the Coombes St Reserve land for other uses. Recreation should however be maintained at the site, but opportunity for third party investment used to develop this and other sport and recreation land parcels within the township.

## **Recommendation 10: River Precinct**

The river precinct should be maintained pending a strategic plan being developed by the Berri Rowing Club and Rowing SA for the growth and development of the sport. This should include closer links with the Berri Regional Secondary College, promotion to and with the broader community, and opportunities for other water-based activities to be run from the precinct.

## **Recommendation 11: Barmera Memorial Oval Precinct**

The site has opportunity to be used for several activities and currently has a gap in summer programming. A master plan would refine and define options and the whole site should be considered as one with all user groups coming under the one management agreement with Council.

## **Recommendation 12: Bruce Oval**

The site is currently used only by soccer and therefore has capacity to be enhanced for summer use. It is the secondary precinct to the Memorial Oval in Barmera and should be used and developed for several other activities in line with the growth of the community. There is also strong potential and alignment for the site to be home for little athletics, and this should be explored further as an outcome of this report.

## **Recommendation 13: Cobdogla and Monash Precincts**

Sport at these sites have naturally evolved away to the larger precincts in Barmera and Berri leaving gaps in use. It is essential however that these remain and continue to be used by existing tenants such as tennis which remains a strong anchor tenant at the sites. Precincts should therefore not be divested, but design focussed to a more passive, informal community space that could be used for sport if and when the need arises.

## **Recommendation 14: Governance**

It is essential that there is a clear line of communication, co-operation, and collaboration between user groups and Council. Each of the identified precincts should be managed under one centralised management agreement that involves representatives from all user groups. No one group should dominate, and a community association model adopted that best aligns with Councils existing policies (section 41/42 or other appropriate model).

## **Recommendation 15: Partnerships**

There are several partners outside of Council and community sport which can have influence on the provision of sport in the Berri Barmera district. A particular focus should be on education, and Council working with the State Government in relation to their open space and sporting requirements. Council does not have an obligation, nor a focus on these services, yet there remains an opportunity to join agendas and work toward mutually beneficial outcomes.

## **Recommendation 16: Sustainable Community Organisations**

The way clubs are managed and interact with the local community is essential to their sustainability and growth. There is currently an inequity in the way clubs deliver their services to the community, and training in club management and development is required. It is therefore recommended that a Berri Barmera community and club network is developed to assist clubs in increased communication with Council and the broader community. The network should also provide guidance on strategic and operational management to ensure they remain viable in a competitive environment.

## **7.4 Priorities and Timeframes**

Whilst it is accepted that each sport, group, or association has differing priorities and needs, it is important to balance this with the broader community whilst attempting to address equity across the district and within Councils existing means and financial resourcing. It is also crucial to identify where priorities with external agencies can be aligned and where agendas can be aligned for mutually beneficial outcomes. To this end, the following are considered priorities and timelines for the coming years noting:

Priority 1 = Next 12 - 24 months

Priority 2 = 24 - 36 months

Priority 3 = Monitor, low, or ongoing

### **7.4.1 Priority 1 Projects**

- i. Master plan Allan Glassey Park (Recommendation 5).
- ii. Master plan Berri Memorial Oval 1 and 2 as one precinct (Recommendation 7).
- iii. Master plan Bruce Oval to optimise summer use and consider as a base for athletics (Recommendation 6 and 12)
- iv. Identify options and master plan the Berri Tennis Club site. (Recommendation 8).
- v. Commence lease and licence review including precinct governance structures and reporting. (Recommendation 14).

### 7.4.2 Priority 2 Projects

- i. Develop a new open space strategy. (Recommendation 1).
- ii. Revisit the Coombes Street master plan with a view of determining the future of the swimming centre in the district (Recommendation 9).
- iii. Master plan Barmera Memorial Oval as one precinct (Recommendation 11).
- iv. Monitor and maintain Monash and Cobdogla Precincts in line with the growth of the community (Recommendation 13)
- v. Identify partners and external opportunities to fund and develop sport across the district (Recommendation 15)

### 7.4.3 Priority 3 Projects

- i. Continue to consolidate precincts to ensure a coordinated and collaborative approach to planning and provision (Recommendation 2).
- ii. Ensure precincts are optimised by continually assessing carrying capacity of each (Recommendation 3).
- iii. Continue to ensure management agreements with indoor venues include optimising social use in off peak periods (Recommendation 4).
- iv. Monitor and work with the rowing club to enhance the river precinct (Recommendation 10).
- v. Continue to ensure groups work collaboratively for the benefit of community-based sports participation and establishing a formal regional sports industry network event across the Riverland to address inclusive participation from CALD communities (Recommendation 16).