

From: [Dawes, David](#)
To: [Michael Costello](#)
Cc: [Rake, Gary](#); [Wilson, Chris](#)
Subject: Manuka
Date: Thursday, 11 September 2014 10:29:52 PM

Hi Michael

Further to our discussion regarding Manuka I have asked both Gary and Chris to work with both yourself and David Mathews to progress. They will provide you with details around the community benefit that will be required from a Territory perspective.

Look forward to catching up on my return from the wilds of China.

Regards,
DD

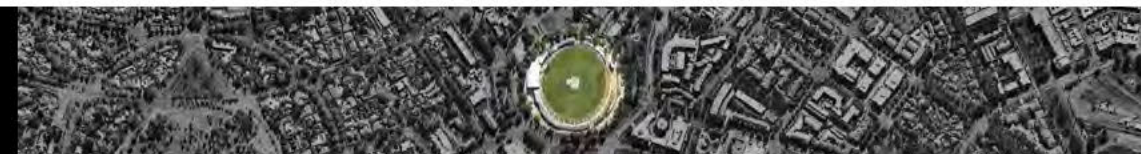
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MANUKA OVAL REDEVELOPMENT

SUMMARY DESIGN REPORT

16 SEPTEMBER 2014



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(Note: Detailed cost information not publically released)

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COMMISSIONING AND BRIEF

The original Manuka Oval Redevelopment (MOR) commission was awarded to Cox Architecture in November 2011 at which time the scope of the project was to deliver a general upgrade to the Manuka Oval facilities in the form of a redevelopment to the notional value of \$24M. Allocated funding for the project was for design work only.

The Manuka Oval Redevelopment Consultant team was as follows:

- Cox Architecture – Lead Consultant, Urban Design and Architecture
- Purdon Associates – Planning
- Tract – Landscape
- Arup – Structure, Civil, Mechanical, Electrical, Hydraulic, Lighting Design, Acoustics/PA
- Davis Langdon – Cost Planning
- LandData – Surveyor
- Philip Chun – NCC Compliance and Accessibility

Initial work focused on stakeholder consultation which informed the preparation of an aspirational brief for the project (refer pages 5 and 6) where AFL and Cricket's priorities were distilled into a summary document (refer page 7) to inform the overall functional requirements and staging sequence for proposed redevelopment works.

COMMISSION SCOPE

During the process of developing the brief it became apparent that the anticipated project funding would not be appropriated and that a broader longer term vision for the venue needed to be articulated. Consequently the focus of the MOR commission shifted from a single larger scale building project to a master planning exercise in order to determine the end goal for an upgraded facility, and also a potential phasing strategy to map out how the upgrades could be delivered. Subsequently:

- Phase 1A and 1B of the Phased Master Plan (refer below) were designed, documented and delivered;
- Phase 2A and 2B designed and documented to notionally Preliminary Sketch Plan (PSP) stage; and
- Phase 3 designed and documented to concept stage.

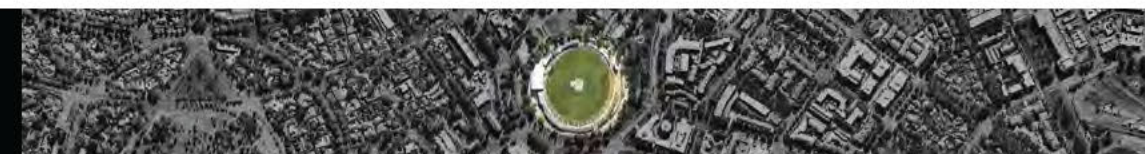
PHASED MASTER PLAN

In order to ensure that the proposed redevelopment would fit into a longer term upgrade plan for the venue, a master plan was developed (refer to Cox's Masterplan on page 23, and Tract's Landscape Analysis and Conceptual Design (Pages 7 to 21 – Note Tract's concepts indicate the existing cricket nets relocated to the east and the current site redeveloped. While this may be an option, there are some operational challenges with the nets being disconnected from the main players facilities in the Bradman Stand),

The Masterplan is conceived to deliver on the vision for the venue articulated in the Aspirational Brief, and to allow the staged implementation of the works in manageable portions as funding is made available while ensuring a strategic approach is adopted which minimises abortive works. The phasing and indicative timeframes envisaged to allow business continuity can be summarised as:

- Phase 1A (Complete): Sport Lighting, new field of play, integration works including new dugouts, additional two rows of seating and reseating upper bowl;
- Phase 1B (Elements nearing completion – balance of scope awaiting funding): General services infrastructure upgrades to facilitate temporary overlay, and general works in the concourse as an interim public domain upgrade pending more extensive upgrade works in later Phases;
- Phase 2A (5 year horizon): Western Upgrade including new Hawkes Stand, Bradman upgrade and western concourse;
- Phase 2B (10 year horizon): Southern upgrade including new Menzies Stand and southern forecourt; and
- Phase 3 (15+ year horizon): Eastern upgrade including new Eastern Stand.

EXECUTIVE SUMMARY

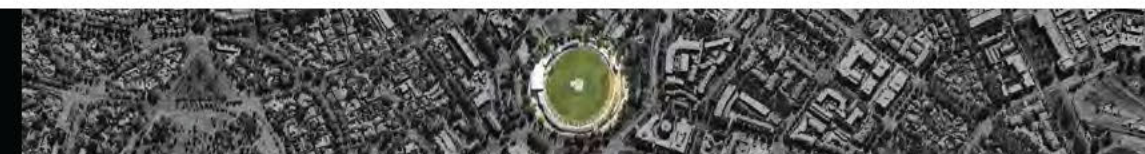


PARALLEL STUDIES

In parallel with the Manuka Oval Redevelopment commission, the following parallel and complimentary commissions were conducted:

- Initially Coffey Sport and Leisure were providing advice to TVE to guide inclusions in the project brief to assist with maximising viability and business opportunity.
- Purdon Associates were engaged by TVE to undertake a Precinct Planning study with a view to leading in to the preparation of a Development Control Plan
- Lovell Chen prepared a Manuka Circle Precinct Conservation Management Plan (CMP) dated July 2014 prepared by Lovell Chen (under the umbrella of Purdon Associates) which takes in the area bounded by Manuka Circle and NSW Crescent, and therefore included Manuka Oval as well as the Manuka Arts Precinct and the Canberra Services Club site. The CMP has been resubmitted to the Heritage Council for endorsement.
- Envirolinks were engaged during the process to prepare a Tree Assessment and Tree Planting Strategy (TPS) for the Manuka Circle Precinct which was required to be prepared to satisfy a condition of Development Approval. The TPS has received general endorsement for progressive implementation.
- Cox conducted a brief study to prepare a gap analysis for Bradman Stand servicing. Minor upgrade works will be undertaken to the building after AFL and Cricket ACT vacate the premises. The works are scheduled to be commenced early October, and be completed prior to the end of 2014.

EXECUTIVE SUMMARY



MANUKA OVAL REDEVELOPMENT

ASPIRATIONAL BRIEF

REV 8 - 21 FEBRUARY 2012



PURPOSE

This **Aspirational Brief** has been developed through a process of workshops and interviews with the key project stakeholders including:

- ACT Government:
 - Territory Venues and Events (TVE);
 - Sport and Recreation;
 - Visit Canberra; and
 - Shared Services Procurement.
- The Australian Football League (AFL) and Greater Western Sydney (GWS) Giants;
- Cricket ACT;
- Canberra Services Club;
- Purdon Associates as the representative of the Manuka Oval Precinct Master Plan consultant team;
- Coffey Sport and Leisure as TVE's consultant on sports venues; and
- Cox Architecture and TRACT as members of the Manuka Oval Redevelopment consultant team.

The **Aspirational Brief** articulates the essential **objectives** and **criteria for success** of the Manuka Oval Redevelopment in order to:

- **Communicate the project intent** to the project team, the venue managers and tenants, and the community at large;
- **Provide a framework** for consultation, brief development, options development, design and documentation of the staged works;
- **Inform ongoing decision making** on the project; and
- **Provide a reference** by which the success of the project may be measured.

The **Aspirational Brief** has been **endorsed by TVE** as the primary client for the project. Note it is an active document which may evolve over time.

EXECUTIVE SUMMARY

Manuka Oval is a **unique sporting venue** with a stunning setting and significant historical and cultural importance which is highly valued by the Canberra community. It is perhaps the only venue in Australia which hosts both **elite level** and also around 100 local/**community sporting events** a year. This redevelopment project provides a great opportunity to leverage off the venue's many attributes to **create one of Australia's great sporting venues** which is truly vibrant and active all year round.

The **main objectives** of the Manuka Oval Redevelopment are to (in no priority order):

- **Improve the visitor experience;**
- **Maximize use and flexibility;**
- **Improve financial returns for all;**
- **Strengthen links with the precinct;**
- **Retain and enhance character and heritage; and**
- **Optimize sustainability.**

PROJECT INTENT

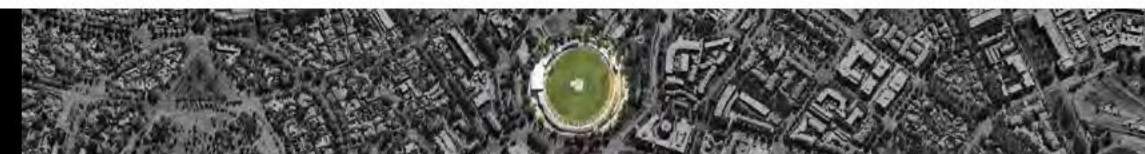
The Manuka Oval Redevelopment will, through a staged improvement process, **rejuvenate and enliven the facility** to ensure it is a **vibrant and active place** which Canberrans continue to enjoy and value.

The venue will be a **commercial, social and environmental exemplar** which **contributes more directly to the precinct**, delivers an **excellent spectator experience**, as well as **quality corporate, sport, media, and operational facilities**.

territory venues
& events

COX

ASPIRATIONAL BRIEF



IMPROVE FINANCIAL RETURNS FOR ALL

- Maximise all year round commercial use of the venue;
- Ensure facilities including seating, food and beverage, amenities, boxes, broadcaster and team change room facilities meet AFL Venue Minimum Standards (Redevelopment);
- Minimise overall operating costs through better design and economies of scale; and
- Achieve better utilisation of precinct land as a whole.

IMPROVE THE VISITOR EXPERIENCE

- Improve seating including shelter, comfort and sight lines;
- Keep people close to the action (incl AV away from seating);
- Improve food and beverage quality, options and access;
- Improve toilets and access;
- Improve engagement with the precinct;
- Facilitate hosting of night events;
- Provide clear circulation and good disabled access;
- Improve security and crowd management; and
- Ease getting to and away from the venue.

STRENGTHEN LINKS WITH THE PRECINCT

- Improve entry/identity within the precinct - a new front door;
- Foster links to Manuka shops and Telopea Park;
- Establish vistas into and out of the ground;
- Resolve public transport, parking, and traffic management;
- Explore potential synergies with Canberra Services Club, Manuka Pool, Manuka Arts Centre and Telopea Park School;
- Reduce barriers, including fences; and
- Manage noise and light spill.

OPTIMISE SUSTAINABILITY

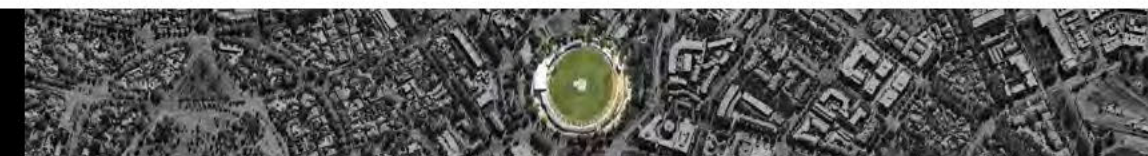
- Balance environmental, social and economic agendas taking a whole-of-life perspective;
- Reduce energy, material and water use;
- Encourage public transport use;
- Explore potential ESD initiatives including PVs, solar hot water, geothermal, electric vehicles, wind power, precinct grey water system, ground water etc.;
- Enhance recycling facilities; and
- Minimize maintenance.

MAXIMISE USE AND FLEXIBILITY

- Optimize capacity;
- Balance elite and community sport;
- Install lights to allow for AFL and Cricket night broadcast;
- Upgrade the playing surface;
- Integrate commercial and community facilities;
- Major event facilities should be convertible to other functions;
- Cater to average demand and supplement with temporary facilities for peaks; and
- Favour facilities which operate full time or can be multi purpose.

RETAIN AND ENHANCE CHARACTER AND HERITAGE

- 'Pavilions in a park', not a coliseum style stadium;
- Improve visual amenity and park landscape;
- Keep structures polite / low scale to retain views to tree canopy;
- Maintain facilities and access for local sport;
- Keep it intimate and ensure venue works with small crowd;
- Incorporate listed elements in a considered manner;
- Explore opportunities for adaptive reuse; and
- Develop a tree management and replacement plan.



CRICKET IDENTIFIED PRIORITIES AT MANUKA OVAL AS AT 2012

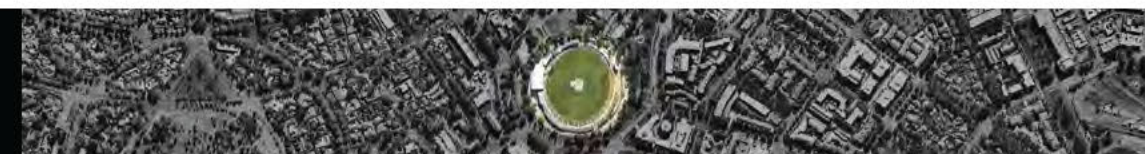
Priority	Item	Notes
1	Playing Surface	New playing surface including drainage and irrigation and 900mm fence critical for the viability of the venue for international sport from a risk management point of view
2	Broadcast Facilities	Minimum requirement would be permanent camera deck at each end of the ground with provision for housing temporary commentary and studio buildings. Consideration for Outside Broadcast Compound location and proximity to commentary/studio facilities
3	Print Press & Radio Facilities	Realignment of current facilities in the Bradman Stand. Recommended three independent radio boxes and 40-50 person print media facility as well as square of wicket camera facility (exists)
4	Vision Screen	Upgrade current vision screen structure to be upgraded to cater for minimum 80m2 temporary screen (current position). Alternatively replace scoreboard with permanent LED vision board that doubles as digital scoreboard/video board (preferred)
5	Hawke Stand redevelopment	Note: Current cricket facilities are of an acceptable standard with the exception of the player viewing rooms which are undersized and lack easy access to field of play for waiting batsmen. This could be realigned in concert with print media facilities. Note: Inclusion of indoor net facilities would be beneficial in any players area redevelopment Preference for Hawke Stand to be considered initially with corporate facilities a priority.
6	Eastern Public Grandstand	Support for substantial public redevelopment on eastern side with trademark roofline. Suggest seven bays (4,200 seats) with ability to increase in future. Consider it important that public facilities are treated within the funding and iconic nature of the roofline is seen as important for the profile of the venue.
7	Miscellaneous Overlay	Note: Practice Wickets to remain on the western side of the venue. If real estate required recommend locating four (4) match day pitches in appropriate area close to players pavilion and then a substantial new training facility elsewhere (possibly Montgomery Oval). Note: Sightscreen solution should be considered in the end of wicket considerations. Note: Support for works to increase ease of pedestrian movement and address parking challenges.
8	Menzies Stand redevelopment	Like the BBQ deck concept, however, lower priority to Hawke and Eastern Stands. Preference would be to plan for an interim conversion for a BBQ Deck in the Menzies before complete redevelopment at a later stage.
9	Venue Audio	This can be done on an event by event basis but is a vital part of event experience and should be considered especially in any new stand

AFL IDENTIFIED PRIORITIES AT MANUKA OVAL AS AT 2012

Priority	Item	Notes
1	Playing Surface	Field of Play refurbishment
2	East Stand	Construction of new covered grandstand on Eastern side of the ground (incl provision of toilets and F&B facilities)
3	West Stands	New grandstand adjacent to Bradman Stand which should include new corporate product and back of house facilities
4	Bradman Stand	Some refurbishment of the Bradman Stand to make best use of existing space.

Note: With respect to items 2/3/4, the extent of the new Eastern Stand should be governed by what is possible with items 3 & 4. There needs to be balance between these scope options.

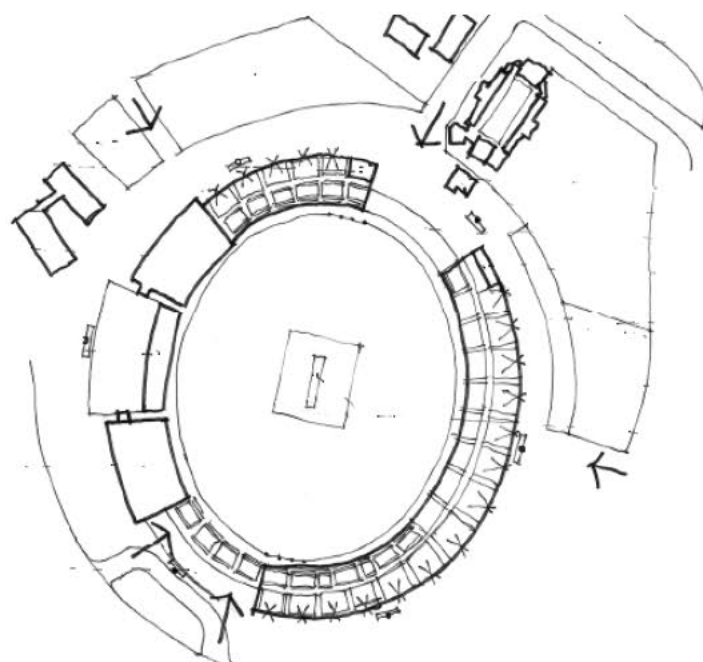
USER DEFINED PRIORITIES



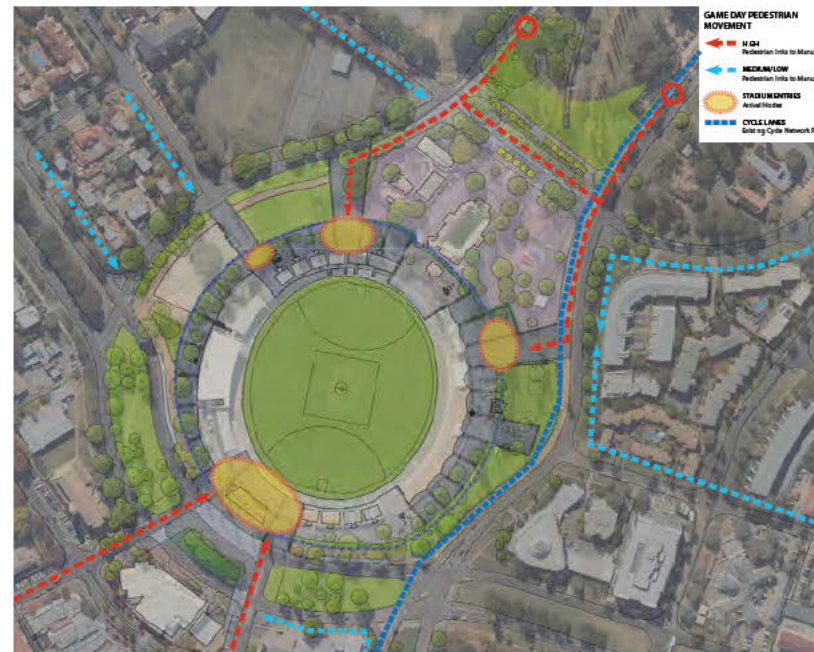
KEY DESIGN ELEMENTS

Beyond delivering on the articulated requirements of the Aspirational Brief, the Phased Masterplan has specifically been developed to ensure that the essential characteristics of the precinct and venue which are valued by the community are retained and enhanced. Therefore, the key elements of the design which we have proposed are:

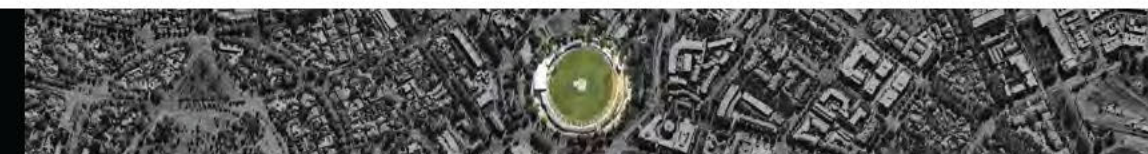
1. Re-establish southern and northern forecourts as the primary entries to the venue to reference the original entry points which existed when the oval was first established. Refer aerial view of the oval C1920s;



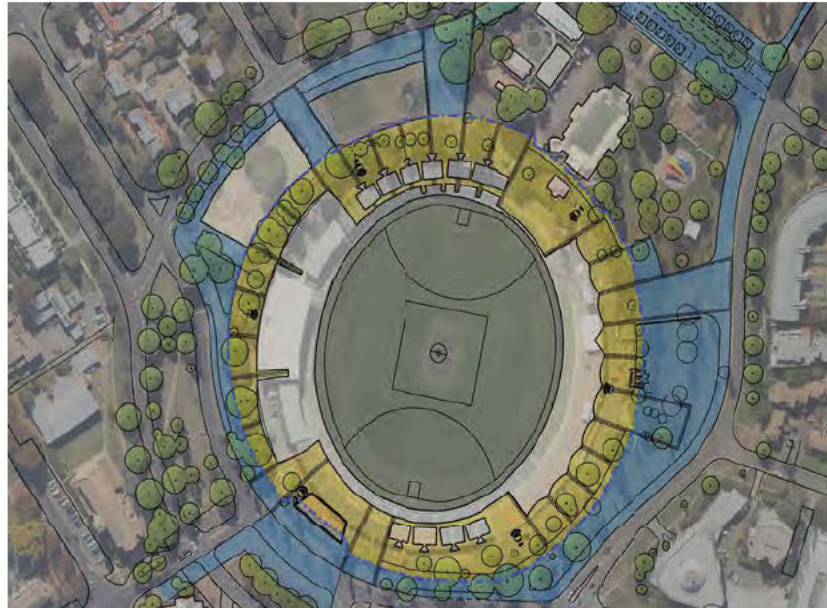
2. Promote the upgrade of the public domain around the venue to enhance its engagement with the surrounding precinct, particularly to the south with Manuka Shops, and to the North with Telopea Park;



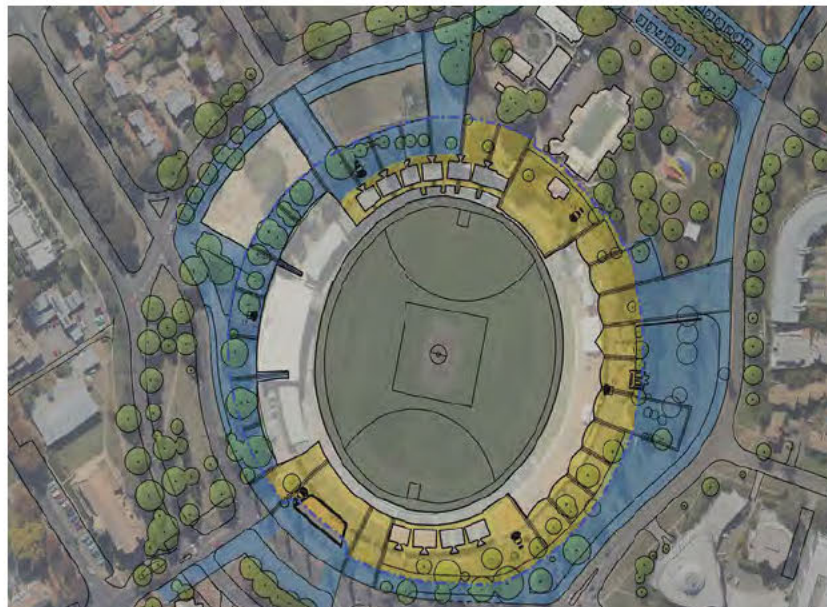
MASTERPLAN CONCEPT DESIGN INTENT



3. Endeavour to blur the venue edge/secure line to enable the western concourse to function as a path of desire linking Manuka with Telopea Park, and thereby offer potential for week-round active uses to be viably incorporated within the venue with the intent that the precinct would be enlivened and the commerciality of the venue maximised (refer pages 18 and 19);



GAME DAY:
Oval secure zones shown yellow; Public zones shown in blue.

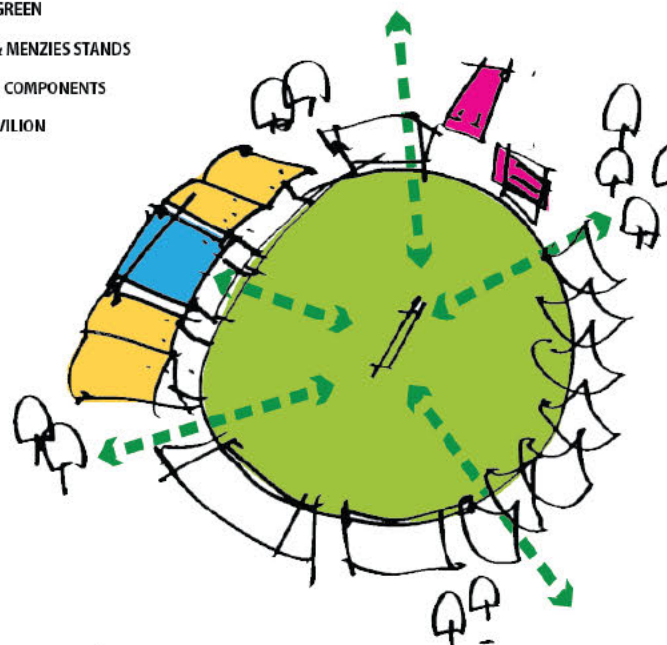


NON GAME DAY:
Oval secure zones shown yellow; Public zones shown in blue.

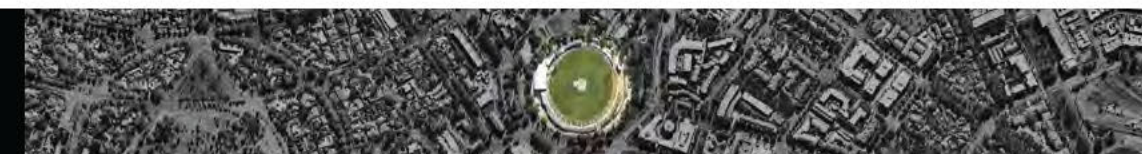


4. Propose the built form of the venue remains as a series of modest scale pavilions in the landscape as opposed to a coliseum style venue. For example, the new Hawke and Menzies stands, while needing to be functionally connected to the Bradman Stand, should preferably read as separate roof forms;

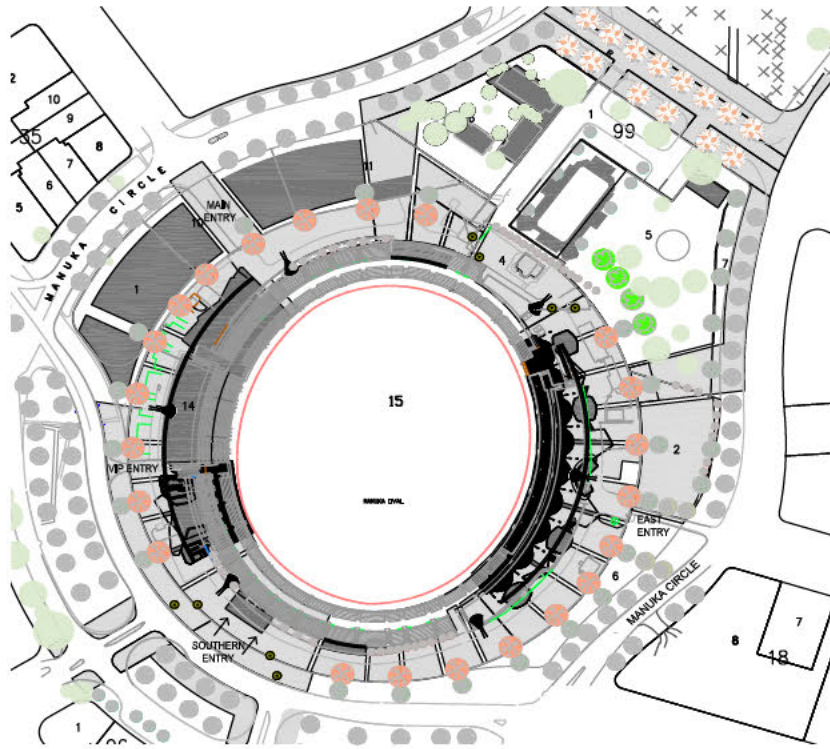
- THE VILLAGE GREEN
- NEW HAWKE & MENZIES STANDS
- KEY HERITAGE COMPONENTS
- BRADMAN PAVILION



MASTERPLAN CONCEPT DESIGN INTENT



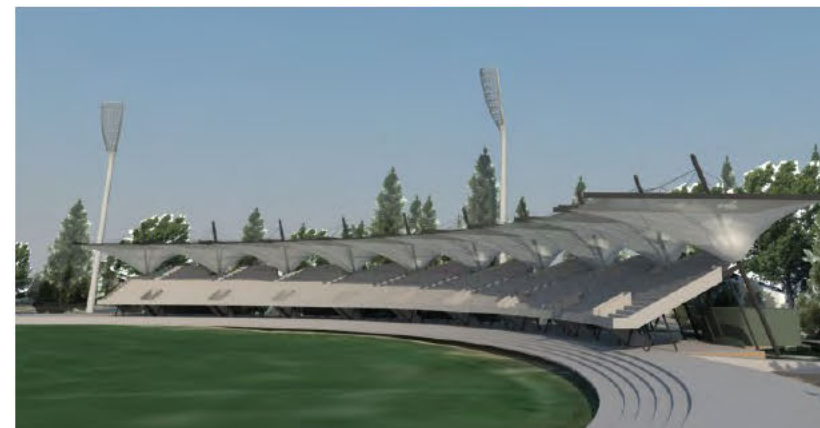
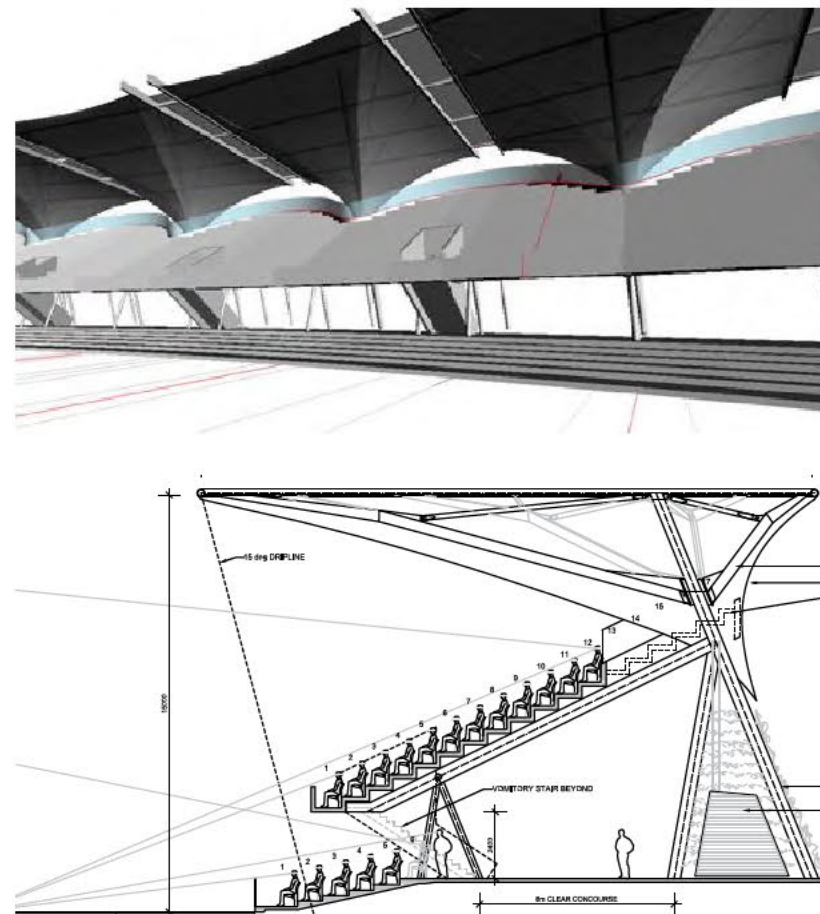
- Retain and rejuvenate the encirclement of the venue with twin conifer and deciduous tree rings originally established by Weston to reinforce the leafy character of the venue and further preserve its historic character. Refer extract from the Tree Planting Strategy;



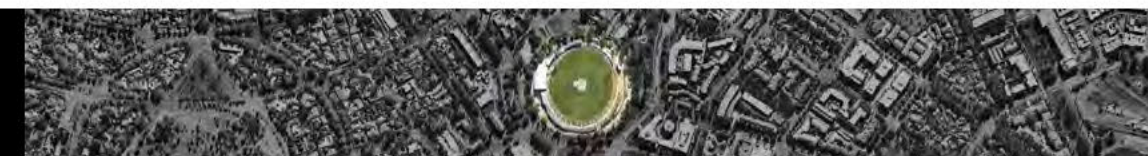
- Adaptively reuse the listed structures within the venue – namely the Caretakers Cottage as potentially an intimate high-end corporate offering which could function as a restaurant on non-game days, and the Jack Fingleton scoreboard (if it is not repatriated to Melbourne) could be repurposed for use as a venue signage opportunity in the southern forecourt;

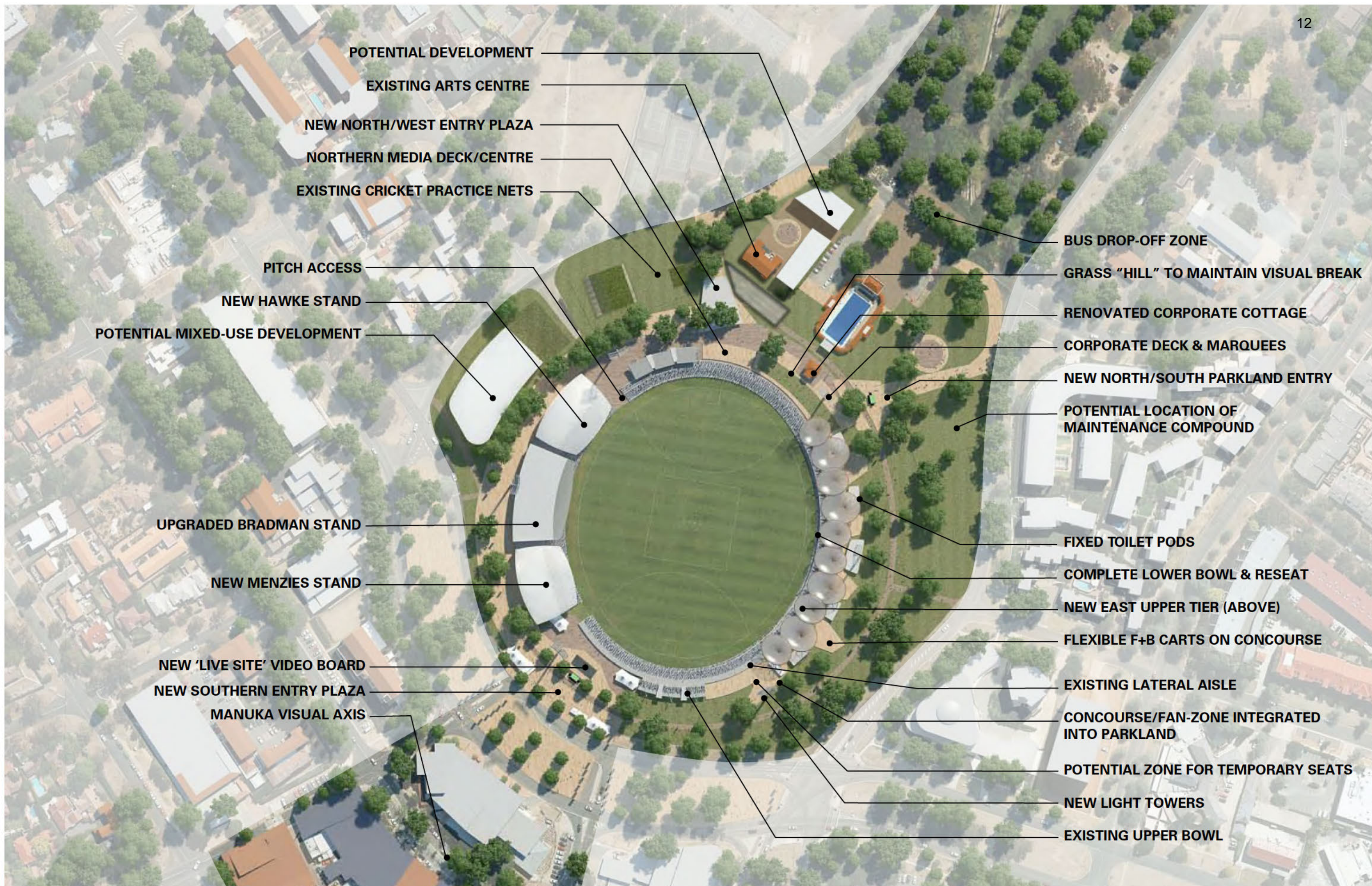


- Promote vistas into and out of the venue between, under and over the various structures. For example the southern and northern forecourts will provide such vistas, particularly from Flinders Way and Furneaux Street. Similarly, a future eastern stand could potentially be configured with an elevated upper tier with light elegant translucent roof structures which provided vistas under and over the elevated stand to ensure that the encircling tree canopy remains legible from within the venue.



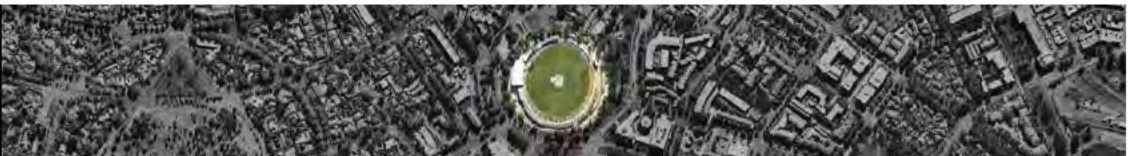
MASTERPLAN CONCEPT DESIGN INTENT

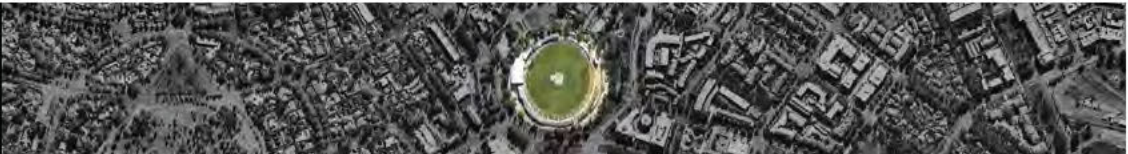
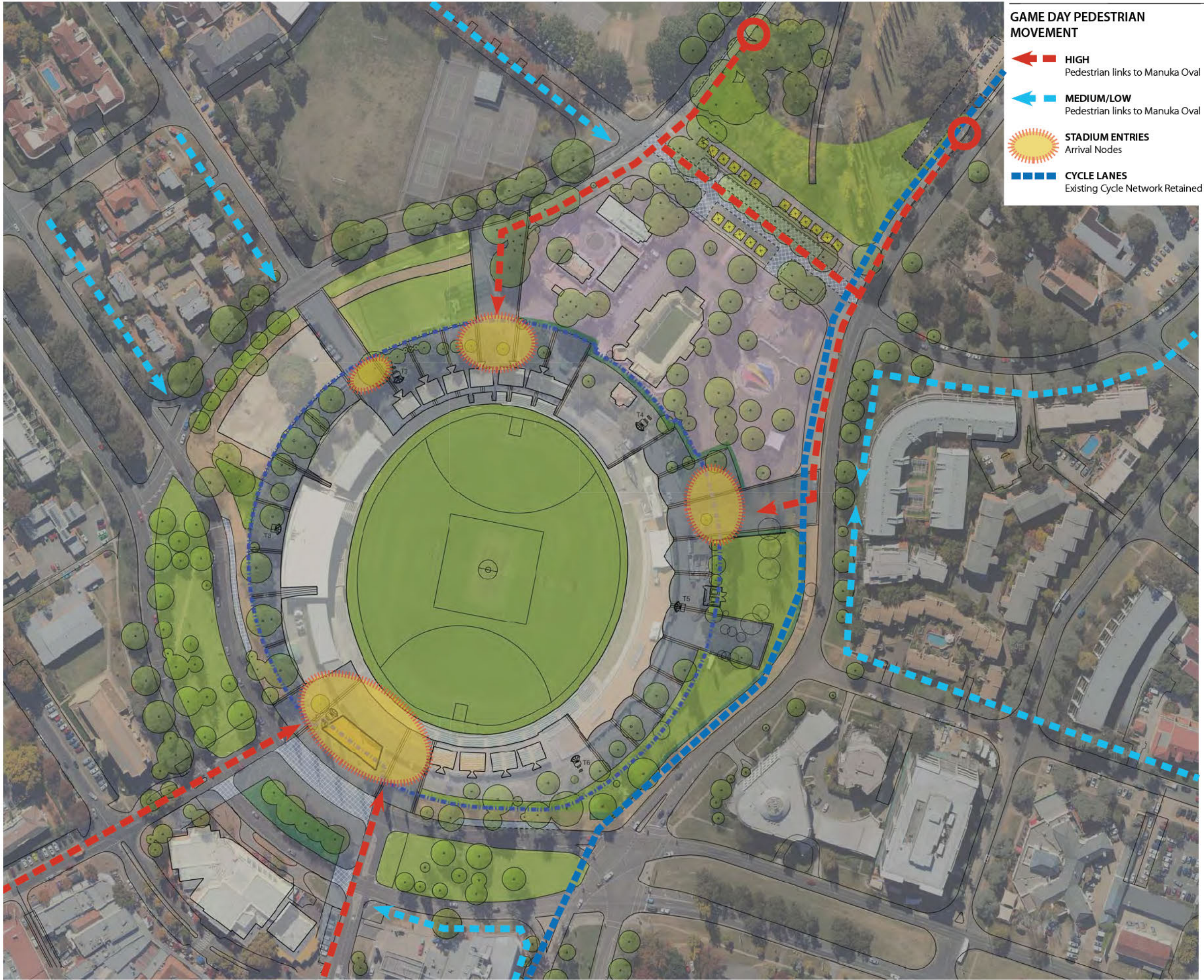


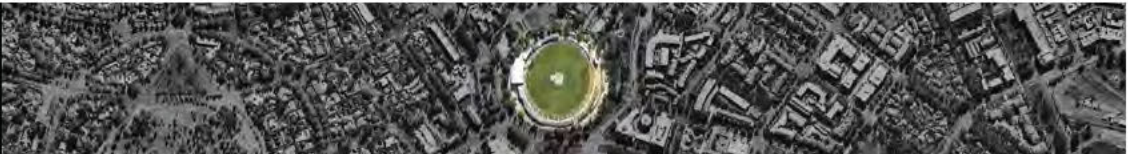
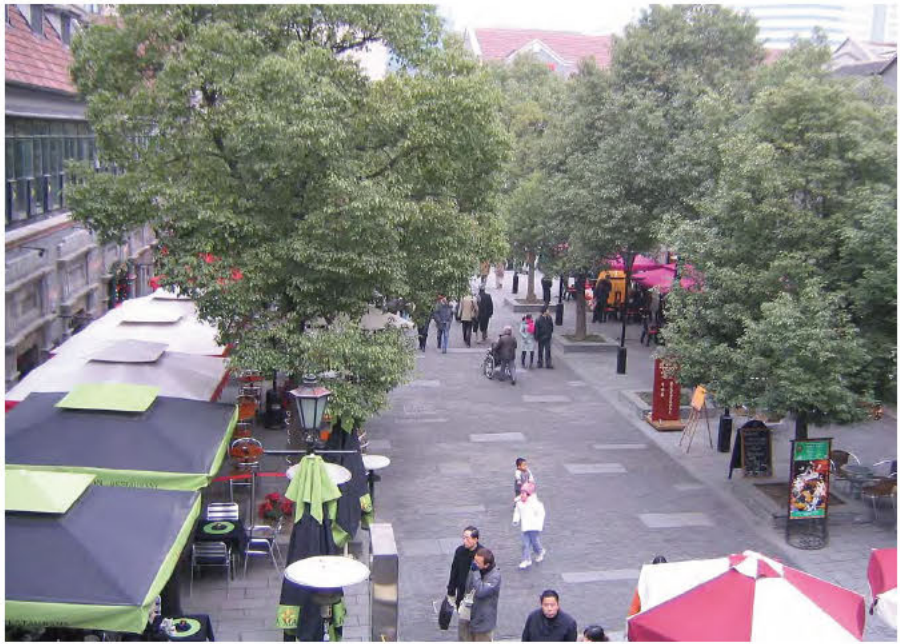


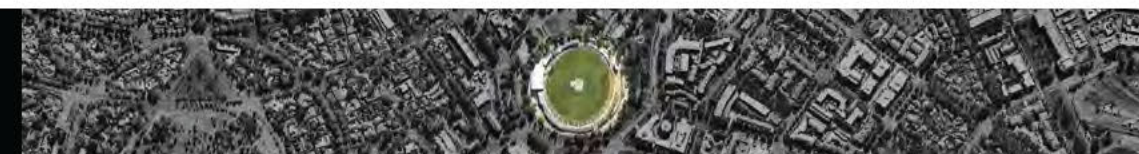
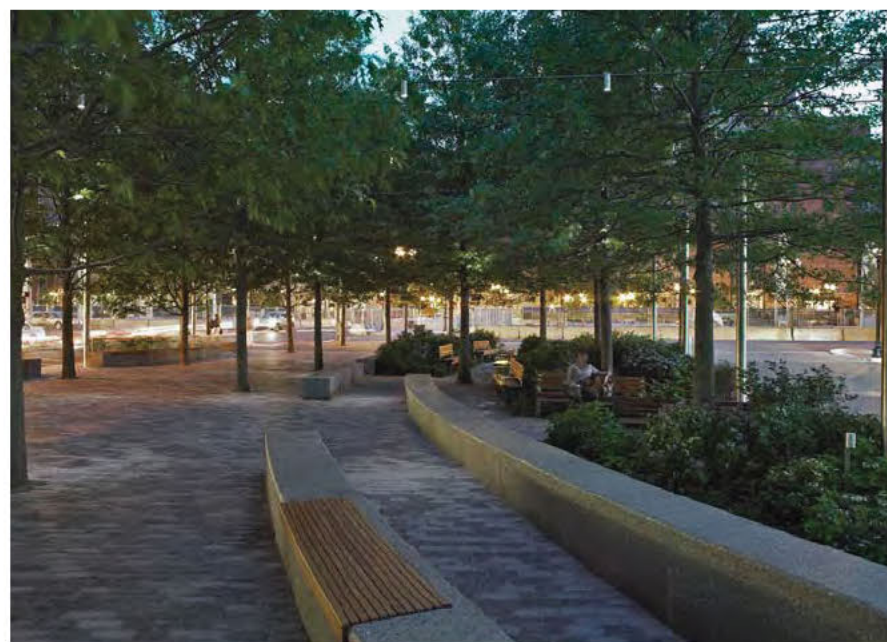


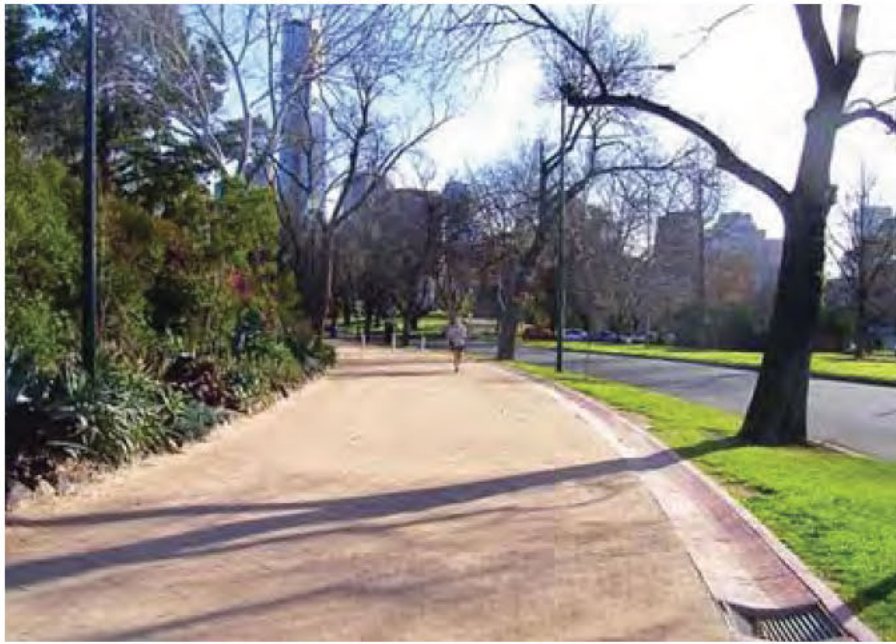
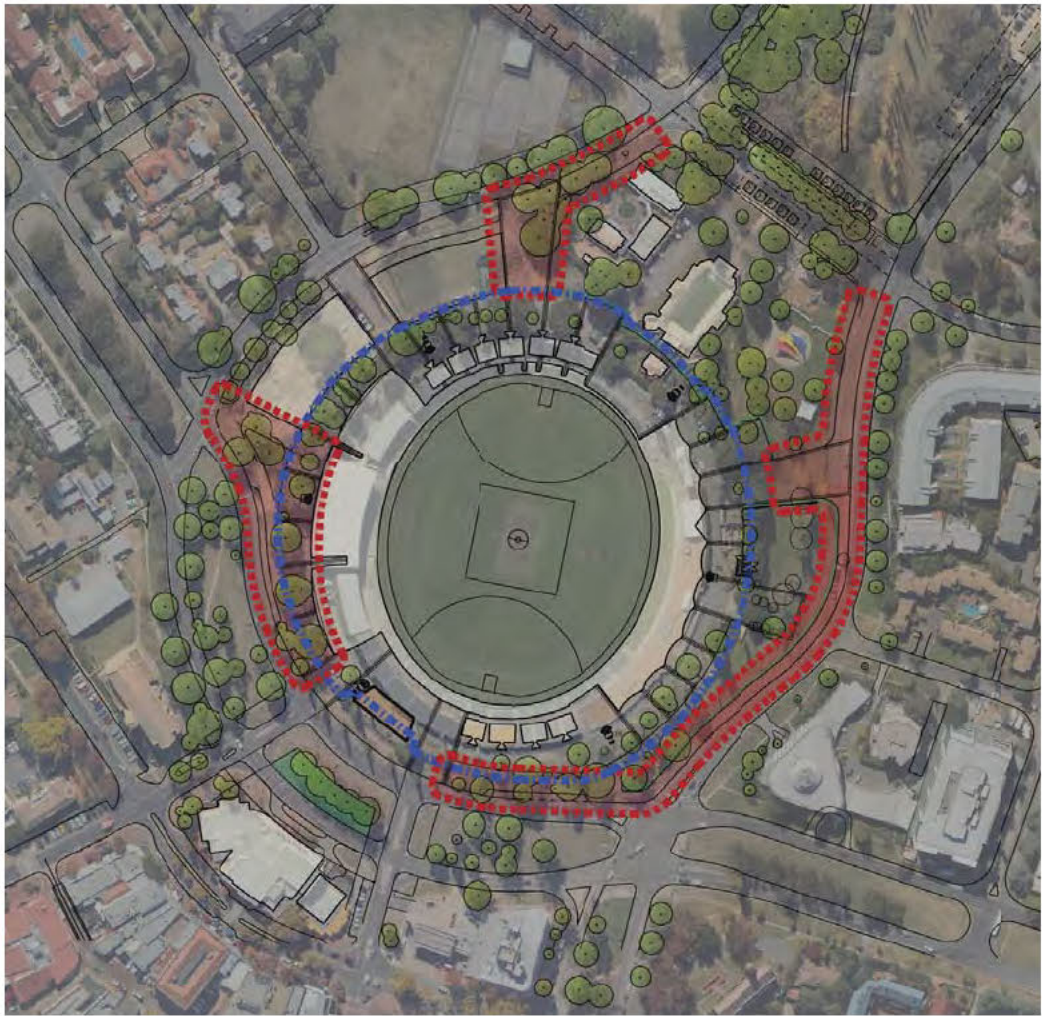
LANDSCAPE ANALYSIS & CONCEPTUAL DESIGN

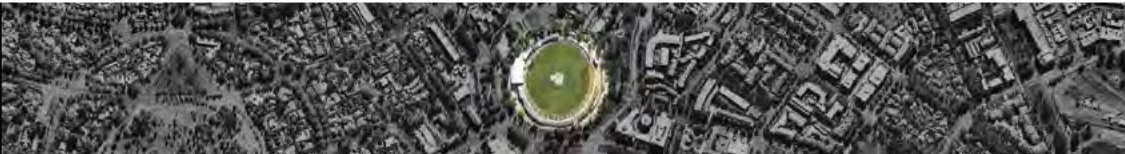
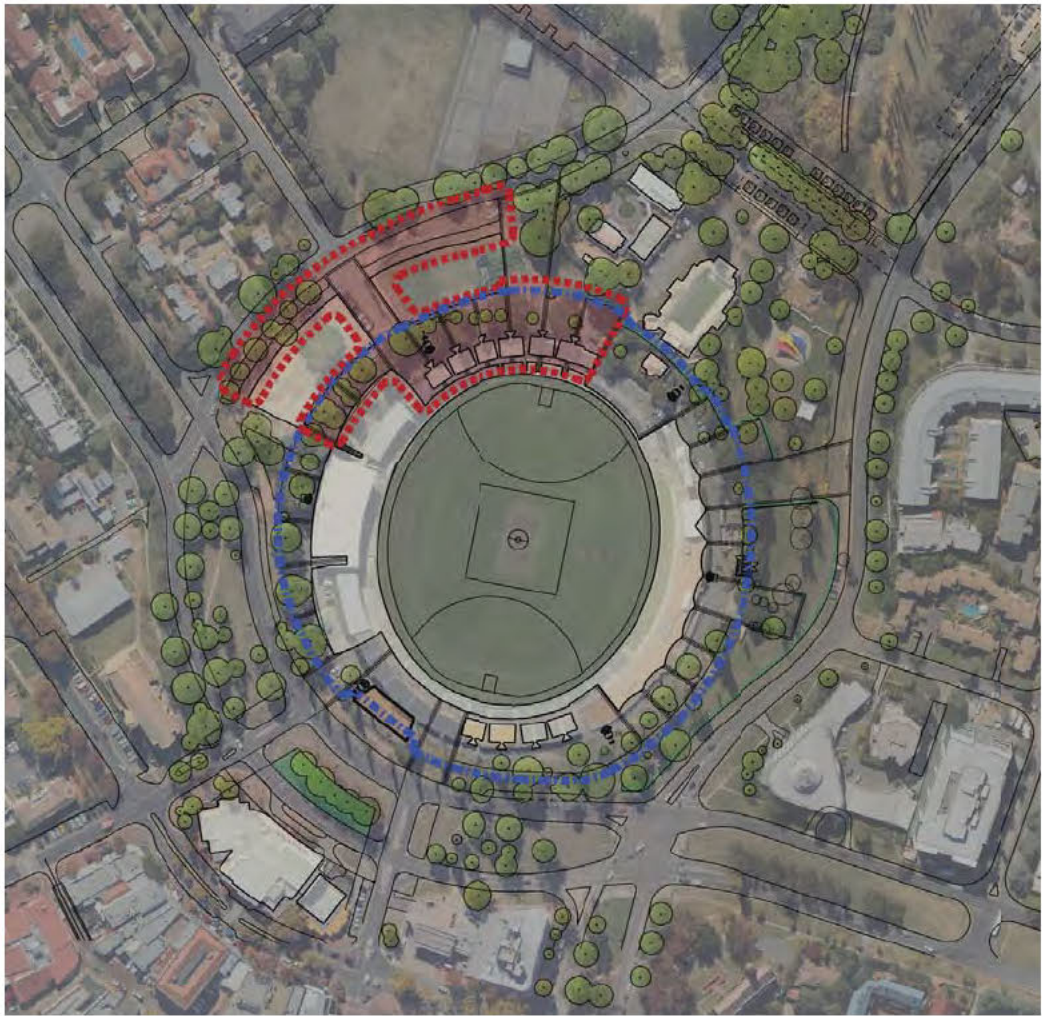


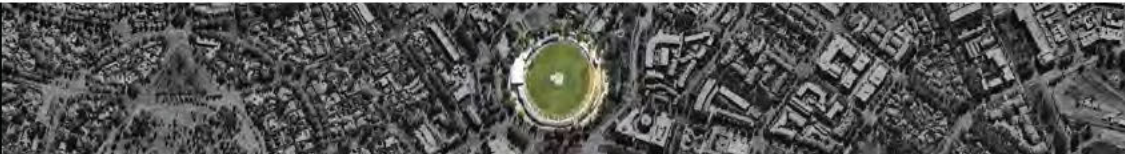
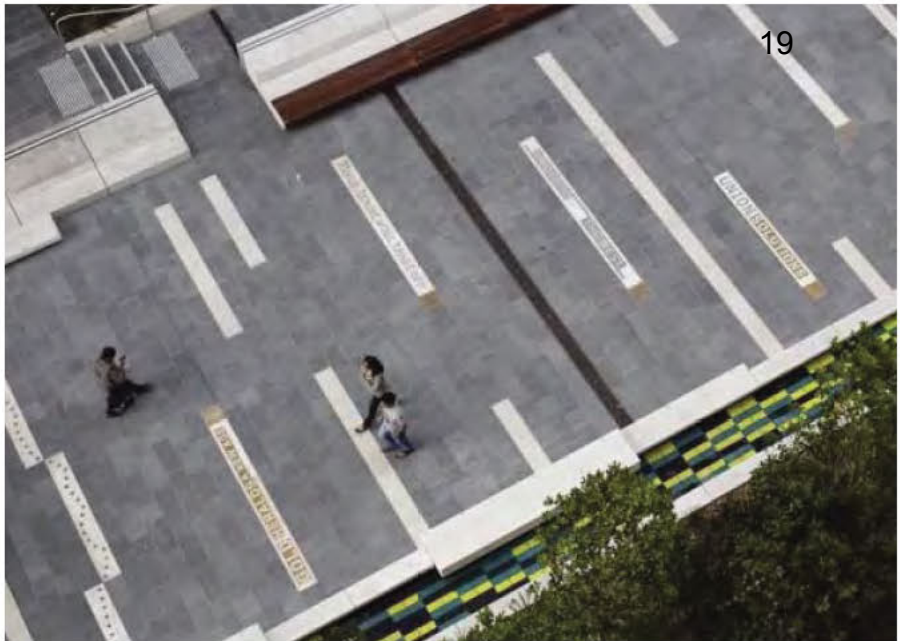
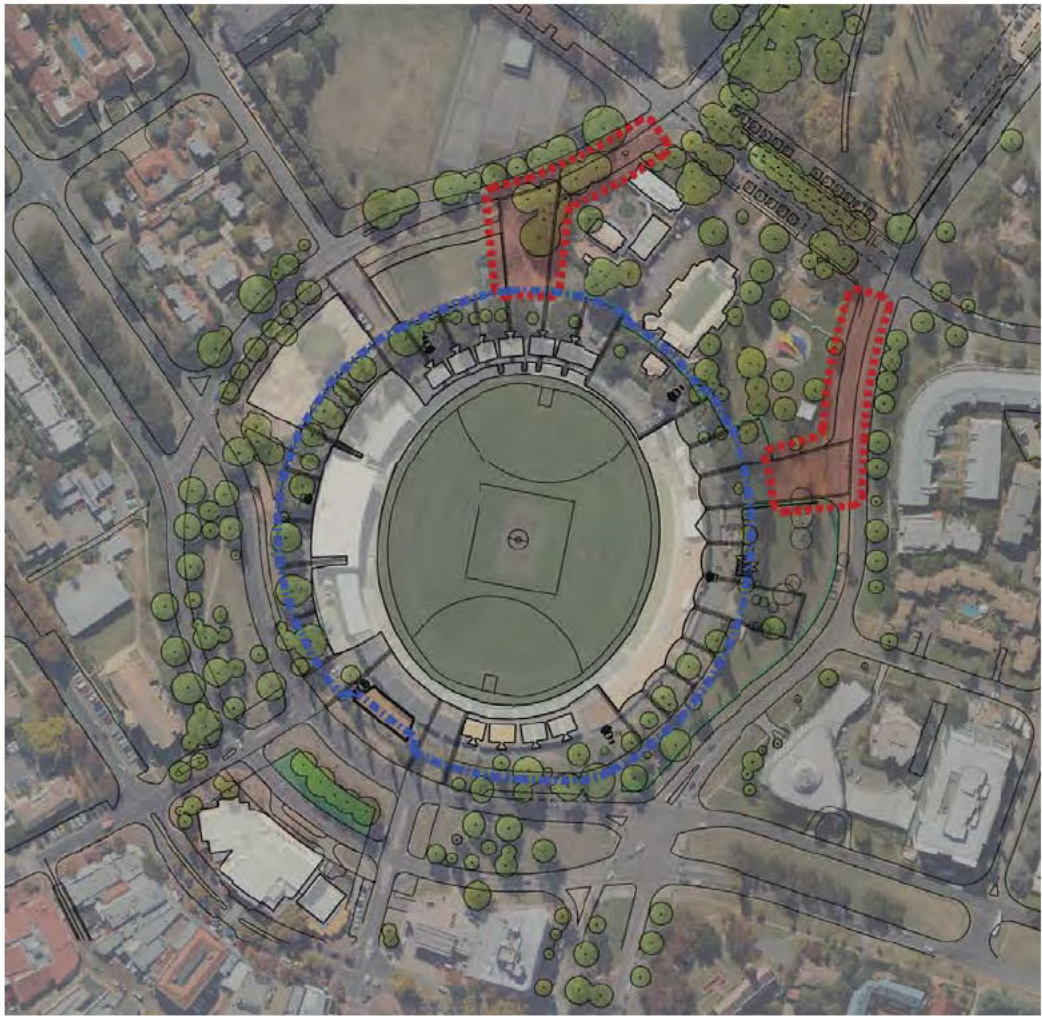












Phase 1A

The sport lighting component was jointly funded by the ACT Government and the Federal Government to the tune of \$5.3M. This component of the works was therefore prioritised with Purdon and Cox securing Development Approval in August 2012, and was procured via a Design and Construct (D&C) process with Cox and Arup preparing Design Intent and supporting performance requirements, and Dialight ILS were appointed head contractor completing the D&C installation in early-2013. The sport lighting installation has been widely hailed as successful and transformative for the venue. The balance of Phase 1A works including new field of play, integration works including new dugouts, additional two rows of seating and reseating upper bowl were subsequently undertaken with the available project funding at a cost of about \$5.0M. These works were also procured via a D&C method with Evergreen Turf being appointed the Head Contractor. These works were completed in March 2014.

Phase 1B

The Phase 1B works had an initial construction budget of \$4.1M and were documented under a lump sum arrangement. IQON were contracted to construct the works, they were to be complete in September 2014. The works implemented to date focus on improved services infrastructure to better support event day temporary overlay. EDD and TVE are currently exploring avenues to fund the balance of 1B works with a view to implementing the already documented general upgrades to the existing main entries and concourse ahead of the Cricket World Cup events scheduled for February 2015.

Phase 2A

It is envisaged that Phase 2A works including a new Hawke Stand plus refurbishment to the Bradman Stand and western concourse upgrades may be implemented in parallel with a redevelopment of the Canberra Services Club site. The LDA is currently undertaking studies to inform a decision about if and when the site might be sold for redevelopment, and if so, what synergies may exist with proposals for the venue, potentially including shared kitchen, conferencing and meeting facilities. Timing for implementation is likely to be around 5 years. Depending on available funding, Phase 2B works could occur in parallel with 2A, or follow later, again as funding is allocated.

Phase 3

The Phase 3 Eastern upgrade and associated eastern Stand is seen as a longer term element to complete a general upgrade and fully realise the Aspirational Brief.

Costing summaries are provided to accompany each of the pending Phases. Refer to Appendix A for Davis Langdon's costings.

MASTERPLAN PHASING

