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5.1 Stage 1
Master Planning should be considered an evolutionary process that produces a ‘living’ document that is updated and refined as the College’s needs and strategic direction unfold over time.

St Martin's Lutheran College in Mount Gambier, is bounded by St Martin's Drive, Dalkeith Drive and rural land off Wireless Road East.

Figure 1 illustrates the location of St Martin's in the north east quadrant of the City of Mt Gambier. The City of Mount Gambier council area is surrounded by the District Council of Grant. St Martin's is located directly adjacent to Growth Areas designated in the City of Mount Gambier’s Development Plan.

Figure 2 illustrates the location of the College, the general context of its boundaries and relationship to adjoining roads and nearby residential properties.

The purpose of the Master Plan is to outline the development objectives for the College for the next 10 – 20 years.

The principle aims are:

- The strategic upgrade, improvement and where appropriate, replacement of the existing College’s building assets
- To allow the College to accommodate its projected growth in enrolments, particularly in the Middle and Senior School(s)
- To ensure the College is able to adapt to the changing needs of education and teaching methodologies in the future
2.1 Master Plan Objectives
The purpose to the Master Plan is to outline the development objectives for the College for the next 10 – 20 years.

The principle aims are:
- The strategic upgrade improvement and where appropriate, replacement of the existing College’s building assets
- To allow the College to accommodate its projected growth in enrolments, particularly in the Middle and Senior School(s)
- To ensure the future of the College is adapting to the changing needs of education and teaching methodologies
- Improve car parking, drop off and pick up areas

2.2 Key Planning Objectives
- Respect the College’s history, culture & heritage
- Create a welcoming and well defined public entry
- Enhance the appearance of the College and create visual coherence between buildings across the campus
- Achieve a coherent and logical flow between facilities
- Ensure DDA compliant access between and through buildings
- Improve active and passive recreation facilities
- Minimise visual and noise impacts of future construction works on the ongoing operation of the College
- Maintain a buffer zone between the College and adjacent residential areas

2.3 Growth Projections
St Martins Lutheran College currently caters for Reception to Year 12 and has approximately 600 students in attendance.

Currently the enrolments are distributed within the School as follows;
- Junior School (R - Yr 4) 230 students
- Upper Primary (Yr 5-6) 100 students
- Middle School (Yr 7-9) 150 students
- Senior School (Yr 10-12) 120 students

The Master Plan has been prepared to meet the needs of a progressively growing school with a projected increase to 800 enrolments by 2025.

With a total enrolment of 800, the student population will be distributed as follows;
- Junior School (R - Yr 4) 250 students
- Upper Primary (Yr 5-6) 100 students
- Middle School (Yr 7-9) 225 students
- Senior School (Yr 10-12) 225 students

St Martins is the only secondary school located in the northern half of Mt. Gambier. As indicated in figure 1 it is located directly adjacent to current and future growth areas’s as designated in Mt. Gambier’s Development Plan. The close proximity of the College to these growth areas relative to the other secondary schools is a contributing factor in the forecast growth enrolment numbers.

2.4 Consultation Process
DesignInc were engaged by St Martins Lutheran College to create a Master Plan for the strategic development of the School’s building assets.

A survey of the needs of the school, including and analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the existing building assets was undertaken in close association with the College’s representatives which included Principal, Dianne Eckermann, Business Manager, Trudi Hepburn, and College Council representative, Caroline Hastings.

Drawings showing proposed options were presented to the representative group which explored the opportunities for the College’s expansion while also addressing current weaknesses.

Meetings on site and via teleconferences with the group were held between March and August 2014. This helped develop the Master Plan with feedback from staff, students and families further informing this.

DesignInc presented the draft Master Plan to College Council attendees in September 2014 and received informative and positive feedback as well as the highlighted need to address the staging strategy to ensure construction was able to be undertaken in a sequential manner as growth projections necessitated.
3.1 Extent of the College Campus

St Martins Lutheran College encompasses a site area of approximately 7 hectares and is bounded by St Martins Drive, Balkie Drive and rural land off Wireless Road East.

3.2 Development Plan

The College is located within a residential zone in the Mt Gambier Development Plan. The Development Plan requires the following to be addressed within the proposed development:

- Incorporate passenger pick-up and set down areas. The design of such areas should ensure interference to existing traffic is minimised and give priority to pedestrians, cyclists and public community transport users
- The location and design of public and community transport set-down and pick up points should maximise safety and minimise the isolation vulnerability of users
- Provide bicycle parks 1 per 5 pupils

The above planning requirements have been considered in the proposed alterations to the existing carparking and drop off zones (see section 4.4 & 4.5).

3.3 Existing Campus Configuration

At the commencement of the Master Planning process, precincts of similar & compatible uses were defined across the campus.

Figure 3 illustrates the existing precincts.

3.4 Existing Car Parking & Vehicle Access

There are currently a total of 112 car parks provided in the College campus.

These are located as follows:

- 72 car parking spaces available in the main car park
- 22 parks near the Junior School
- 18 parks near the Secondary School

The existing layout of the main car park is such that queuing for the ‘Kiss and Drop’ area backs up into the parking zone, thereby creating a ‘choke point’ and restricting traffic flow at key moments within the daily College timetable.

The Secondary School car park poses safety and security constraints as it requires cars to drive around perimeter of the oval in order to access it.
3.5 SWOT Analysis

The School comprises of a variety of buildings including the following:
- Administration
- Junior Primary (Yr 1-4)
- Multipurpose Hall (Gym / Chapel)
- Canteen
- OSHC (Transportable)
- Library
- Middle & Secondary School
- Trade Training Centre
- Art Room (transportable)
- Yr 12 Common Room (transportable)

A detailed SWOT analysis of these buildings has been undertaken, in conjunction with the College community. Further details are provided on the following pages.

Administration Building

Strengths
- Centrally located. Close to carpark and front of site

Weaknesses
- The building is sited lower than the carpark which affects visibility in both directions
- The building is undersized and poorly configured. It is reaching the end of its life expectancy
- The internal configuration and shape does not allow the building to be easily adapted or re-used
- The staff room is undersized and both visible and accessible to the public

Opportunities
- Consider the opportunities to re-use/adapt the existing building
- Consider the opportunity created by demolition of the building

Threats
- Existing ground conditions causing structural damage at southern end

Junior Primary (Yr 1 – 4)

Strengths
- Existing building configuration situated around the playground works well. The playground is generally protected from prevailing winds
- Classroom configuration generally works well

Weaknesses
- Internal configuration of classrooms nearest to carpark is congested around entry foyer. Other classroom building layout works better
- Currently Yr 4 classes (2off) are located in the South end of the Administration building. This creates a disconnect with the remainder of the Junior School

Opportunities
- Relocate Yr 4’s into a new building within the Junior School precinct
- Remove existing transportable building adjacent Gym to allow new classroom expansion
- Develop a new, more central location for the Chapel and use the current room as the Junior school common space/specialist room
- Renovate all classrooms over time to update them to current teaching requirements, including re-configuring interior of classrooms closest to carpark with constrained entry area

Threats
- Check compliance of toilet numbers when additional Yr 4 classroom added
Multipurpose Hall – Gym

Strengths
• Location and connection between Gym and Oval

Weaknesses
• No changeroom facilities.
• There is inadequate perimeter space around the courts for spectators
• The tennis courts are too far away from the main school and rarely used during recess and lunch breaks due to remote location
• The oval size has been ‘crimped’ by recent building projects
• School requires a weight training room and alternate archery practice area

Opportunities
• Potential to expand building with additions
• Look at a new location for the Chapel and use the room for weights training or other recreational purpose or as a Junior School specialist learning area
• Investigate opportunities for hockey or soccer fields if more land is acquired to the East

Threats
• New building works should not encroach on the existing oval
• Vehicular movements around the perimeter of oval

Multipurpose Hall – Chapel

Strengths
• Multipurpose room and is used for Worship Friday night & 2 mornings a week. Other times used for Junior Primary music and after school care

Weaknesses
• Due to its multipurpose nature the space is lacking storage and therefore is often cluttered

Opportunities
• A new location for the Chapel/after school care and drama room in a convenient location for Junior/Senior and external use

Threats
• As School numbers increase, the current facility’s ability to fulfil its role will continue to diminish

Canteen

Strengths
• Central location and dual inside/outside access

Weaknesses
• Currently undersized. This problem will continue to grow as School numbers expand

Opportunities
• Investigate a new location for Canteen/Café. Possibly attached to Home Economics room to create a Café facility

Threats
• Ensuring facilities keep up to date with current food health/safety regulations
Middle & Secondary School (The Ark)

Strengths
• Large classroom sizes

Weaknesses
• No defined entry point
• No obvious link to car park and ‘front’ of School
• Not enough teaching spaces (classrooms)
• Music room lacks appropriate acoustics and storage
• Building cannot be closed off from student use during lunch break due to location and access requirements to the toilets
• Science Labs split between ground and first floor
• Lack of ventilation in classrooms
• Noise transference through the glass louvres between classroom and corridor
• Additional music facilities needed
• Teacher preparation areas are poorly laid out and scattered throughout the building

Opportunities
• Look at external access to toilets from Oval side
• Look at dedicated Music, Drama & Art building (Expressive Arts)
• Improve acoustics throughout the building
• Construct a dedicated Yr 12 home room

Threats
• Insufficient classrooms available as enrolments increase

Library and Yr’s 5 & 6 (Lower Level)

The new library was constructed as part of the Government’s Building Education Revolution. Construction commenced in late 2009 with final completion in Jan 2011.

The new Library encompasses 715m2 and contains the following areas:
• Community Room(s)
• IT Room
• Small Meeting Room
• Library & Staff Areas

Fitout of the shell of the lower level for Yr 5 & 6 GLA’s (370m2) was completed early 2012.

Strengths
• Centrally located. Close to car park and front of site
• Views to the Oval

Weaknesses
• The library could possibly be undersized once the College reaches its predicted capacity
The Master Plan is focused on redeveloping existing buildings where possible, and aiming to make the best use of the available land, without diminishing the outdoor amenity, in particular outdoor play space.
At the commencement of the Master Planning process, existing precincts across the campus were analysed and options for future development were investigated. The options sought to ensure that any future development created synergies with existing facilities and delivered a coherent and logical flow between buildings.

Option 1

The proposed Precinct Plan as shown as Option 1 (see figure 4) was established within the existing site boundaries. The plan proposed the following:

- Car park remaining in current location
- New common zone centrally located off the car park between Junior and Senior School which would contain a cluster of commonly used buildings as follows:
  - New Admin building, to replace existing which presented a new face to the School. Built at the same level as the library, it creates a forecourt area to the College
  - New Canteen and Café/ Home Economics room connected to admin with a sheltered non structured play area
  - Existing Library building to remain as is
  - New Chapel/Theatrette in location of existing Junior Primary Yr R-1 rooms
- Additions to Gym to allow more storage, weights/cardio room, tea making facilities
- New Primary building in similar style to the existing which will accommodate the Yr 4 & 5. Also includes additional toilet facilities
- New Secondary School addition (to existing) to allow for more classrooms, Arts, Music and Drama rooms
- Oval to remain as is
- New additional tennis courts (future growth) and extra car parking near courts to allow external use
- Access road to car park near senior school to be rerouted around the new Junior School layout
4.1 Precinct Planning

Option 2

The Option 2 Precinct Plan as shown in figure 5 is based on an increase in site area and would require the School to purchase farm land on the East of the Oval.

The plan proposed the following:

- Car park remaining in current location
- New common zone centrally located off the car park and between Junior and Senior School which would contain a cluster of commonly used building as follows:
  - New Admin building, to replace existing which presented a new face to the School and built at the same level as the Library and creating a forecourt milling area. Upper level with direct access from car park would contain the Admin and support areas. Lower level would accommodate the Theatrette/Chapel
  - New Canteen and Café/Home Economics room connected to Admin with a sheltered non-structured play area.
  - Existing Library building to remain as is
- New Primary building which will integrate the Yr 4-5 back to Primary area and have direct access to a new structured recreation area separate from the main Oval for sole use of the Primary kids
- The Secondary School addition on to existing to allow for more classrooms, Arts, Music and Drama rooms
- New larger Oval with 400m running track, netball courts, landscaped non structured play
- Potential growth of tennis courts and extra car parking near to allow external use
- Additions to Gym to allow more storage, weights/cardio room, tea making facilities
- New larger Oval with 400m running track, netball courts, landscaped non structured play
After consultation with the College’s Master Plan working group, a preferred Precinct Plan was developed. This plan was based on the assumptions that the College would not purchase additional land and expand to the East.

The plan also aimed to retain and re-use as many existing buildings as feasible in order to deliver the College a cost effective solution to it’s expansion.

The preferred precinct plan is illustrated in figure 6. Details of this plan are as follows;

- Car park remaining in current location with layout altered to allow separation of drop off zones to car parking
- New common zone centrally located off the car park between Junior and Senior School which would contain a cluster of commonly used buildings as follows:
  - New Admin building, to replace existing which presented a new face to the School and built at the same level as the Library and creating a forecourt milling area. Upper level with direct access from car park would contain the Admin and support areas. Lower level would accommodate the Theatrette/Chapel
  - Existing Library building to remain as is
  - New Canteen and Café/Home Economics room connected to Admin with a sheltered non structured play area
  - New primary building in similar style to the existing which will accommodate the Yr 4.
  - New Secondary School addition (to existing) to allow for more classrooms, Arts, Music and Drama rooms
  - Oval to remain as is
  - Access road to car park near Senior
4.2 Staging

Commencement of any work proposed in the Master Plan will be dependent upon availability of funding. Figure 7 illustrates the proposed staging.
4.3 Pedestrian Circulation

Figure 8 illustrates the proposed pedestrian circulation paths within the campus.

4.4 Proposed Car Parking & Vehicle Access

The Master Plan proposes a new car parking layout (figure 9). This layout provides 80 car parks including 3 disabled in the main & Junior School car parks. The Secondary School car park remains unchanged.

The reconfigured layout also allows a clear separation of car parking and 'Kiss and Drop' circulation paths.

As there is no specific mention of car parking requirements in the City of Mount Gambier Development Plan, a negotiation will need to be undertaken with Council Planning staff in order to confirm this number.

As residential development encroaches up the School’s Eastern boundary, a potential second entry point to the campus could be considered. Again, this is a matter which will need to be negotiated with relevant personnel from the City of Mount Gambier.

4.5 Bicycle Parking

The City of Mount Gambier Development Plan stipulates a requirement for 1 bicycle park for every 5 students. This ratio is significantly out of proportion with the number of students who currently ride to School. Whilst an increased number of students riding to School is an ideal scenario, achieving this aim will be primarily driven by the circumstances and values of student’s families and the perceived safety of the road network which leads to the School.

In the Master Plan’s current form, Stage 3 builds over the top of the existing bicycle sheds. As part of this stage, alternate bicycle parking arrangements will need to be constructed within the campus. It is recommended that a negotiation with Council staff regarding the capacity of this facility be undertaken at that time.
4.6 New Buildings

New Junior Primary building

The Yr 4’s are currently located at the Southern end of the existing Administration building. An early stage in the Master Plan is to integrate Yr 4’s with the rest of the Junior Primary area on the East side of the campus. This will allow a concentrated focus on the implementation of teaching and learning programs throughout the Primary years.

The new building proposed is a simple extension to the existing facilities and provides two additional General Learning Areas (GLA) linked by a common learning space.

The proposal also requires the relocation of the existing Out of School Hours Care (OSHC) transportable building. This relocation will allow the expansion of the currently well used playground while maintaining the intimacy, staff visibility and security which is its strength.
4.6 New Buildings

Extension to the Multipurpose Hall

The current Multi Purpose Hall contains the Gym and a multi purpose space which is primarily used as the Chapel.

The Gym although having adequate court size lacks the appropriate overrun around the court. Changeroom facilities to suit the School numbers and essential equipment storage are also inadequate. The College uses the Gym during inclement weather for archery practice and the space is not equipped for this purpose.

The extension proposed accommodates chageroom facilities (inc. toilets and showers) to cater for the required numbers as well as large lockable storage bays, some of which can be accessed from within the Gym and externally.

Additionally the Chapel will be converted to an Ergonomics room (weights training) with storage rooms adjacent.
4.6 New Buildings

Middle & Secondary School
As the growth in the College’s population will primarily occur in the Middle and Senior years, the majority of the Master Plan stages are dedicated to the expansion of the existing ‘Ark’ Building. These works comprise Stages 1c to 6 and will deliver additional GLA’s, new Home Economics, Art, Music facilities and an external landscaped area.

When the new music facilities are constructed, i.e. Stage 6, it is envisaged that the existing music area will be converted to General Learning Areas.

Also included in Stage 6 is the construction of a new ‘black box’ performance space that is able to accommodate a seated space of 200. It is envisaged that this space will also fulfil the role of Chapel at St Martins.

Administration & Canteen
In order to facilitate these last stages of the Master Plan, it will be necessary to demolish the current Administration building.

Stage 7 will deliver a new two storey building which locates staff facilities at the same floor level as the current Administration building and new Administration facilities including a uniform shop above.

The floor level of the new Administration facility are a half level above the current car park.

Stage 8 will provide new expanded Canteen facilities in a location which is central to the School campus. The canteen is orientated towards the Stage 9 landscape works which integrates the space between the Ark building and the Library building.
4.6 New Buildings

Ground Floor

LANDSCAPED COURTYARD (STAGE 5)

LANDSCAPED COURTYARD (STAGE 9)

LIBRARY

STAGE 1

STAGE 2

STAGE 3

STAGE 7

STAGE 8

STAGE 4

STAGE 6

STAGE 5

EXISTING

BOUNDARY

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4.7 Outdoor Recreation Areas

Whilst this Master Plan has significant focus on new building works, at strategic times throughout its implementation, it will be necessary to undertake works focused on outdoor recreation areas.

Stage 2b is the first of these and will involve the relocation of play equipment from the Western side of the Administration building to the eastern side of the new Yr 4 classrooms constructed in Stage 1a. In order for this play area to be created, it will be necessary to relocate part of the road which circumnavigates the football oval. It is envisaged that once created, this play area will be dedicated to the Yr 3 & 4 students, leaving the play equipment inside the Junior school courtyard to be dedicated to Yrs R-2.

There are two stages dedicated to the creation of a landscape outdoor areas for the Senior and Middle School. Both areas are envisaged to be used for non-structured recreation.

Stage 5 is the first of these and connects to Stages 1c through 6 building works. A mix of hard paved, grass and landscape is proposed for this area. Connections to the School Oval should also be provided.

Stage 9 is the final landscaping stage and would most likely be completed in conjunction with Stage 8 which creates new Canteen facilities. This area will be predominantly paved area with a significant extent of ‘sitting steps’ to create an amphitheatre effect by looking out over stage 5 landscaping.