

## 6.2 City of Marion Property Asset Strategy (CoMPAS) Overview

<b>Report Reference</b>	FRAC220816R6.2
<b>Originating Officer</b>	Manager City Property – Thuyen Vi-Alternetti
<b>Corporate Manager</b>	Manager City Property – Thuyen Vi-Alternetti
<b>General Manager</b>	General Manager City Development – Tony Lines

### CONFIDENTIAL MOTION

That pursuant to Section 90(2) and (3)(b) of the *Local Government Act 1999*, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Manager Office of the CEO, Manager City Property, Chief Financial Officer, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Committee receives and considers information relating to *City of Marion Property Asset Strategy (CoMPAS) Overview* upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information and the receipt, consideration or discussion of the information or matter in an information or briefing session open to the public would, on balance, be contrary to the public interest.

### REPORT OBJECTIVE

The purpose of this report is to provide the Finance, Risk and Audit Committee with an overview of the City of Marion Property Asset Strategy (CoMPAS) and to seek comments on the draft documents including estimated expenditure, prior to presenting the report to General Council for endorsement to proceed to community consultation.

### EXECUTIVE SUMMARY

The City of Marion manages a diverse portfolio of building assets comprising of over 176 buildings ranging from sheds and shelters to significant building infrastructure throughout our city. The scale and diversity of our building assets necessitates the development of a strategic framework to inform future evidence-based decision making around Council's current and future building assets.

The City of Marion Property Asset Strategy (CoMPAS) provides for this strategic framework that considers the lifecycle and condition of the building asset, the demographic profile of the community, future growth forecasts, partnership opportunities, service delivery, facility trends and spatial equity to identify Council's current and future building asset needs. Furthermore, the CoMPAS provides Council with a 10 year pipeline plan of potential and endorsed building projects all captured within an Implementation Plan, which is flexible enabling Council to respond to new partnership or grant funding opportunities.

### RECOMMENDATION

**That the Finance, Risk and Audit Committee:**

- 1. Notes this report and the draft City of Marion Property Asset Strategy (CoMPAS) and Implementation Plan.**

2. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the committee members order that this report, City of Marion Property Asset Strategy (CoMPAS), any attachments and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection until Council resolves and commence consultation on the CoMPAS. This confidentiality order will be reviewed at the General Council Meeting in December 2022.

## BACKGROUND

Council's current 4 year Business Plan endorsed the development of a City of Marion Property Asset Strategy (CoMPAS). It provides for a strategy and subsequent implementation plan that supports Council with a 10 year strategic view of its building assets through a holistic evidence-based approach to inform Council's future investment and prioritisation to meet the needs of the community. The building assets sit across Council's four categories as identified in the Building and Structure Asset Management Plan; they are:

- Community Services Buildings (Libraries, Neighbourhood Centres, Community Halls and Cultural Facilities).
- Sport & Recreation Buildings (Major, Local and Suburban Sports Facilities).
- Commercial Buildings (Kindergartens, Cafes).
- Administration and Operations Buildings (Administration Office, City Services and Depots).

## DISCUSSION

Holmes Dyer was appointed as the external consultants to support Council with the development of the CoMPAS project. Since their appointment a number of workshops with staff and Council Members have taken place since November 2021, including the Elected Members Planning in January 2022 and more recently at the July Members Forum.

The progression of the CoMPAS work has included several key inputs, they are:

- Challenges for the future
- Trends
- Strategic Principles
- Demographics
- District Analysis
- Existing Policies, Strategies and Plans
- Levels of Service and Benchmarking for each Asset category
- Internal Questionnaire

The 10 Strategic Principles developed as part of the internal workshops held and reflected within the draft CoMPAS document are that future building developments:

1. Are based on proven demand for current and future populations and demographics.
2. Involve the community and users in design and development.
3. Are designed on the principles of accessibility, inclusivity, and safety.
4. Incorporate proven technology and sustainability initiatives to meet Council's sustainability objectives.

5. Are mindful of emerging trends in design utilisation.
6. Consider both existing facilities and potential partnerships with schools, neighbouring council's and government departments.
7. Consider co-location of community and activity generating facilities.
8. Are designed to minimise whole of life costs.
9. Are funded – where possible – through partnership opportunities.
10. Are delivered within Councils financial and operational capacity.

In addition to the CoMPAS document, another output is the Implementation Plan which details the potential projects from the CoMPAS (including already endorsed and funded building projects) and will guide the investigation and delivery of priorities identified in the strategy. The implementation is intended to be reviewed annually as part of the annual business plan process to reflect decisions by Council, changes in priorities, funding or partnership opportunities.

Following feedback and comments received by Council Members, a revised draft CoMPAS (refer to Attachment 1) has been developed along with a draft implementation plan (refer to Attachment 2).

## **ATTACHMENTS**

1. Draft CoMPAS Report August 2022 [**6.2.1** - 66 pages]
2. Draft CoMPAS - Implementation Plan [**6.2.2** - 2 pages]

# City of Marion Property Asset Strategy (CoMPAS) 2022-2032

Draft - For Council Review





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Document Control			
Revision	Description	Author	Date
v1	Draft Distributed for EM Feedback	Holmes Dyer	20.05.22
v2	Draft with Feedback	Holmes Dyer	30.06.22
v3	Draft for Council Review	Holmes Dyer	05.08.22

# Executive Summary

The City of Marion manages a diverse portfolio of building property assets, comprising 176 buildings with a net floor area of over 47,000m2. Over the last decade the City of Marion has delivered a number of high-quality, best practice community and sport/recreation facilities to meet the needs and expectations of the growing Marion community.

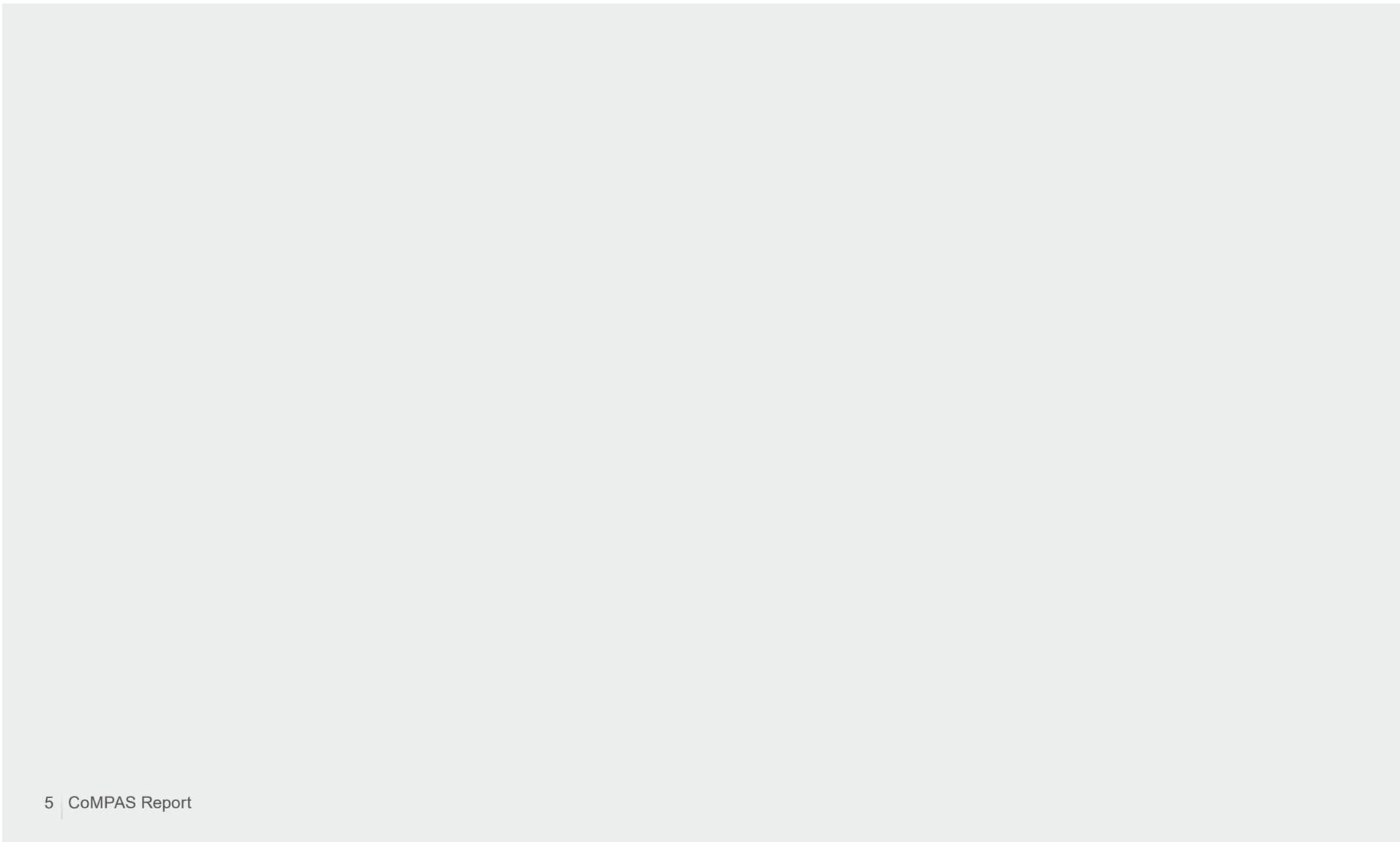
The scale and diversity of Council's property assets necessitates development of a strategic framework to inform future evidence-based decision-making around Council's capital works program, service delivery strategies, and long-term financial plan, building on the strong asset foundation already established by Council.

The building assets or land they are located on, the subject of this strategy, are held in Council ownership for both core operational purposes used both directly for community service provision and for non-core Council use, including commercial lease properties.

Property condition reports undertaken over the City of Marion's assets identify that the building assets are generally in reasonable structural condition, and have been well maintained. Some of the current stock of facilities, while having served the community well, are ageing and no longer meet modern compliance, access requirements and community expectations.

CoMPAS considers the lifecycle and condition of the building assets, the demographic profile of the community, future growth forecasts, partnership opportunities, service delivery / facility trends and spatial equity to identify Council's current and future asset needs.

This structured approach will support Council to forward plan for likely investment needs, including asset refurbishment, redevelopment, land and property acquisition, or asset disposal. Importantly, CoMPAS has been prepared to support flexible decision making that will enable Council to respond to new partnership opportunities or grant funding that may arise across the next decade.





# Introduction

## Document Purpose

The City of Marion Property Asset Strategy (CoMPAS) is a 10-year forward outlook strategy that uses evidence, service level benchmarks and local context to inform future decision making and prioritisation to maximise the value and quality of assets and service delivery to the Marion community, within the City of Marion’s financial capacity.

## Document Hierarchy

### City of Marion Property Asset Strategy (CoMPAS) (THIS DOCUMENT)

This summary document outlines the framework upon which future property asset investigations, design and decisions should be based.

The findings are sorted into four Building & Structures Service Groupings that directly align with the City of Marion Building and Structures Asset Management Plan 2020-2030.

### CoMPAS Implementation Plan

The implementation plan details all potential projects, to be updated on an annual basis as part of the City of Marion annual business planning.

Both capital projects as well as strategic investigations and business as usual activities that impact the property portfolio are identified as part of the implementation plan, where they are required to deliver the CoMPAS strategy objectives.

### CoMPAS Technical Document

A background technical document, that includes the detailed analysis and analytical investigations that have informed the recommendations set out within the CoMPAS, provided for internal staff reference.

## Scope of Study

The City of Marion manages a diverse portfolio of building property assets, comprising 176 buildings with a net floor area of over 47,000m2. CoMPAS is focused on the City of Marion building asset portfolio, excluding shed, ancillary buildings, and public toilets except where directly linked to functionality, expansion potential and/or operational capacity of the leading asset on any individual site.

While the scope of CoMPAS is limited to the building asset only, it is not possible to plan for future asset investment requirements without consideration of the building’s surroundings, especially for sport and recreation clubrooms linked to sporting fields/courts or community facilities linked to an outdoor plaza, playground, or event space as part of a broader activation agenda.

Where information was available this situational context has been picked up in the CoMPAS discussion and where a gap was identified, a recommendation is included for further investigations into the associated open space /sporting infrastructure required to inform future building asset decisions.

CoMPAS provides strategic recommendations to inform coordinated decision making, but it does not remove the requirement for detailed project planning and investigation prior to proceeding with an identified recommendation. It is anticipated that further detailed plans for each individual property asset typology may be required, that would form a future chapter to the CoMPAS strategy. The scope of these more detailed plans would likely look at an individual facility upgrade cost /benefit analysis, facility hierarchies linked to service levels, detailed demand and supply modelling, programming, and utilisation to provide the evidence base required to support consideration of the final project business case, investment timing and final Council decision to proceed.





# Challenges for the Future

CoMPAS has identified challenges that need to be proactively managed as part of implementation and monitoring to provide the highest quality outcome and return on investment for the Marion community.

## Aligning building asset upgrades to a strategic vision

Strategic documents require direct alignment to targeted implementation plans to translate high-level visions into specific, prioritised projects.

The implementation plan identifies links to the City of Marion Strategic Plan 2021-2029 and complementary City of Marion projects and programs to bring strategic alignment to project decision making.

## Meeting the expectations and needs of a changing community

The City of Marion’s population is forecast to grow by 12% to 107,090 by 2036, representing 11,373 new community members.

Beyond population growth, the City of Marion’s housing stock is evolving, with an increasing volume of small lot infill redevelopment, townhouses and apartment living that will change the community’s needs in respect to open space, sport/recreation and community facilities, to balance smaller private homes and open spaces.

## Responding to the social change because of the Covid-19 Pandemic

The Covid-19 global pandemic has accelerated social change relating to digital adoption, cashless transactions, contactless building access/ operation, an increased focus on health and wellbeing and broader acceptance of hybrid working, bringing forward widespread adoption.

During the pandemic there was an increase in people working, living and playing in their local neighbourhood providing increased opportunities to meet community needs in local facilities.

## Managing an ageing stock of facilities

The City of Marion has made significant investment in a range of contemporary community and sporting facilities over the last decade. Balanced against these modern facilities is a larger stock of older facilities. These older facilities are generally structurally sound, but have a limited asset life and functionality limitations to respond to changing community expectations and facility trends.

Older, single use facilities present operational challenges, have increased maintenance costs and reduced utilisation when compared to more contemporary, flexible, shared use facilities. Many of the older facilities are not ideally located. Where in good locations, even if a facility is past its useful life, close consideration should be given to retaining the land holdings and repurposing for a short/ medium term alternate use to provide capacity for future facility delivery outside the CoMPAS time frames as the Marion community continues to grow. Acquiring land holdings will become increasingly difficult as densities increase to provide future facilities past 2032 and existing holdings should be considered effectively a land bank for future capacity.

If opportunities present to negotiate land swap or similar to establish a better community outcome within a geographic locality then the three pillar approach (economic, environment and social) should be considered in facility planning, design and decision making.

## Funding and financing of new facilities and renewal upgrade works as part of a regional network

The City of Marion shares a boundary with five other local government areas. Residents disregard these boundaries to access the closest or best quality facility to meet their needs. To ensure an understanding of this regional context, CoMPAS has looked beyond Council boundaries, and has identified regional facility distribution gaps, future regional coordination and partnership project opportunities.

Within a constrained funding environment, the success of the City of Marion attracting funding streams will be increased where the funding projects are supported by evidence based strategic and project planning. While ‘shovel ready’ project planning will remain important, the organisation will need to be agile to respond to new opportunities that may arise across the next ten years. CoMPAS has been written to provide this flexibility to adjust the overall program to capture new opportunities.



Marion Leisure & Fitness Centre front entrance

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# Trends

Future trends that need to be considered in planning assets City of Marion include:

## 1. The Rise of the Digital Natives

In the last year the societal balance has shifted with digital natives, a term considered to capture those generations who have never known a world without the internet (Millennials, Generation Z and Generation Alpha) exceeding for the first time in total number the digital immigrants being those older generations who have learnt to incorporate digital technology into their daily lives as it has evolved (Generation X, Baby Boomers, and the Silent Generation).

80% of Australians have a smartphone which changes the way people access information and how facilities can interact with their users in real time on an individuals personal device. The rise of the digital natives requires facility design and operations to increasingly consider the seamless integration of technology and the hybrid nature of community participation in a blurred combination of physical and digital environments.

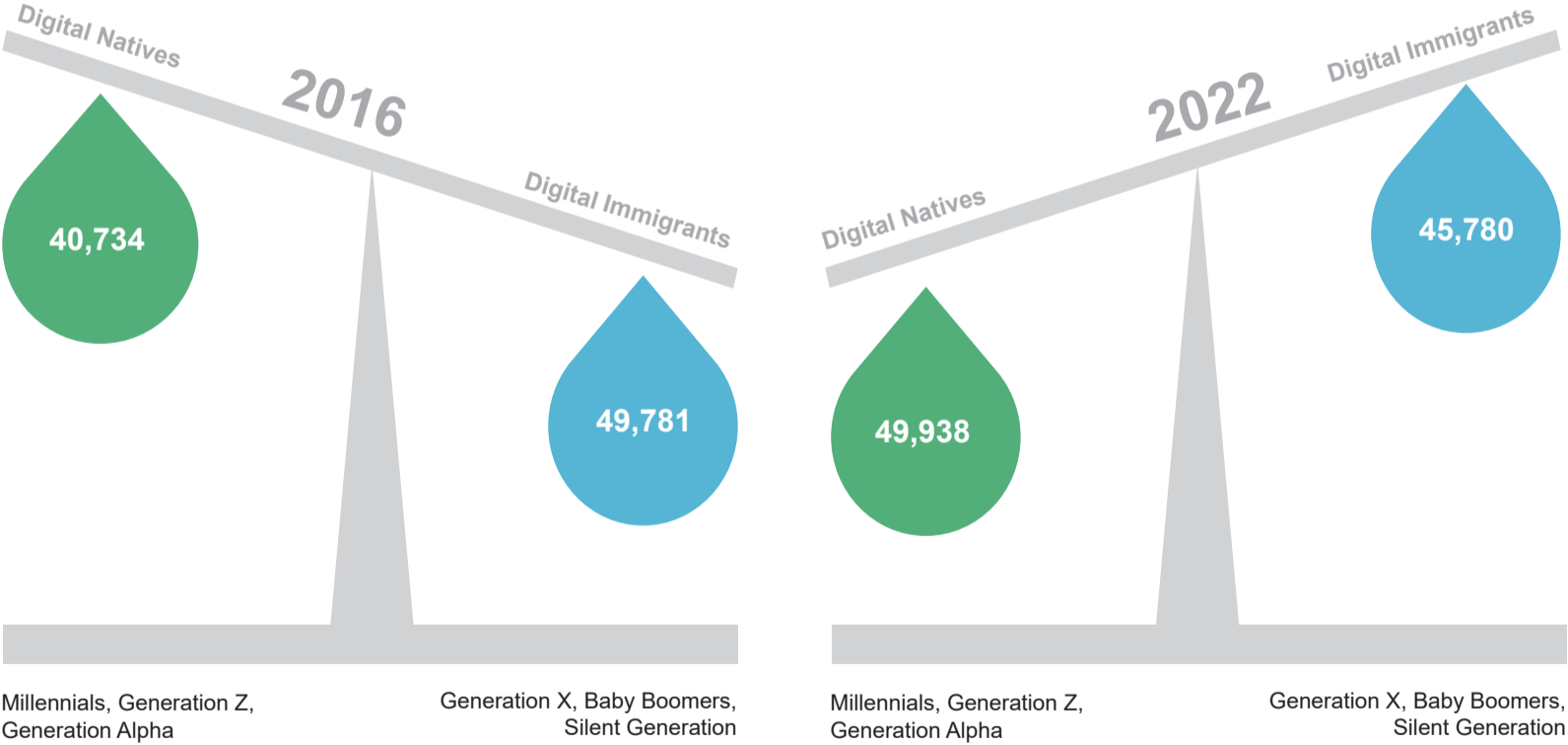
The below infographic illustrates how at the time of the 2016 Census for Population and Housing the ABS reported that the City of Marion had a greater proportion of digital immigrants than digital natives. Based on population projections the scale of digital immigrants to digital natives would likely have tipped in favour of the digital natives by the start of 2022. These figures reinforce the importance of spaces in Marion being compatible with the shifts in technology. For example, the rise in “Bring Your Own” Device content sharing to screens and online social media sharing of streamed events.

## 2. The Power of Data

The availability and cost effectiveness of technology solutions to measure and manage building assets in real time is improving decision making and building operation in facility management across a range of industry sectors

A smart community uses technology and data to drive economic activity, accelerate innovation and better manage energy, resources and service. Most importantly, a smart community is people-focused.

Data analytics capability and the associated reporting and decision-making systems should be a core investment into the City of Marion building asset portfolio. Data capture and access can maximise existing facility operational efficiencies, meet sustainability targets and cut costs, improving individual facility and asset portfolio quality and utilisation.



3. Hybrid Working

Covid-19 has propelled hybrid mixed mode and location working into the mainstream. While the workplace office will survive, the experience of working in an office is changing away from individual desk allocations to an increased focus on activity-based work environments that can align an office worker’s day to the type of environment they need to be successful, whether that be focused work, digital meetings, team connection or group collaboration, and workplace cultural experiences.

Attraction of staff within a highly constrained labour market will increasingly see the quality of office environments, technology access and hybrid working flexibility and other destination factors playing a role in staff attraction and retention. This is particularly prevalent amongst the Millennial and Generation Z workforce who are coming out of school and tertiary environments that are characterised by high quality collaboration spaces, digital technology support and work/ study from anywhere learning structures.

Libraries, business centres and cafes that offer low or no cost access to facilities for workers, who cannot work from their home environment, are seeing spikes in demand for study areas and small meeting rooms, demand for extended hours of operation and free access to fast wi-fi and video conference technology. Working hours are also extending with access to spaces across the day and evening potentially having implications for facility opening hours.

4. Inclusive Design and Understanding User Diversity

Inaccessible infrastructure, unwelcoming environments, poor venue quality, isolated locations and venue safety can all have a negative effect on a participant’s experience and facility utilisation. Traditionally, sporting facilities have been designed and built to meet the needs of male athletes and male dominated sports, and are often not considered user friendly for broader demographics, creating a barrier in potential participation.

Inclusive design is about making places everyone can use safely, easily and with dignity. Facilities need to accommodate all people regardless of age, gender, mobility, ethnicity or circumstances. Examples of inclusive design could include unisex amenities, touchless entry, changing places, prayer rooms and low sensory environments within new projects and major renewals.



Hybrid workplace by Gensler

5. Inclusion in Sport

Individual confidence and perception of ability is a strong influence of engaging in sport, particularly for those living with a disability or mobility issue, along with the perception of safety and availability of resources and facilities, especially in frail or less mobile populations.

Modified sporting programs are increasingly targeting these groups of people, through modified equipment and rules to meet the capabilities of all potential participants.

The 2021 AusPlay Survey results show that 53.2% of adults who have a disability or physical condition that restricts life in some way, participate at least three times per week in sport and/ or physical activity (organised or non-organised). Some recent developments in modified sport offerings in Adelaide include wheelchair football, walking football, seated archery, powerchair soccer and frame running.



Wheelchair Football, ABC 2021

6. Women’s Sport Participation

In Australia, participation by women in organised sport has been significantly lower than participation rates by men. The most significant gap in participation rates between men and woman can be seen in community-based sport rather than broader recreational activities. However, the success of athletes and sporting programmes such as the Matildas, the AFLW competition and the Womens Cricket ICC World Cup has sparked growth in overall participation by women in organised sports. Sport Australia’s 2021 AusPlay Survey showed that 83% of women participate in a sport or informal physical activity every week.

Barriers related to participation in organised women’s sports have included logistical issues and the convenience of access for women with children. There are consistently fewer sporting opportunities at both school age and adult level for women, as well as changing social stigma and a decreased quality of experience compared to their male counterparts. As sporting participations by women grows, the need to rebuild or retrofit facilities to meet more diverse needs is becoming apparent.

7. Precinct Focused Multi-Purpose Hubs

State Government, Councils and sporting organisations need to maximise infrastructure use to maintain sustainability of operating models. Complementary and shared use of large-scale facilities for a mix of activities across a council, community, recreation and commercial uses in a true multi-purpose facility can provide the highest return on investment and broad community benefit.

Council buildings should address a range of service gaps in one multi-purpose, flexible and shared building. Indoor opportunities should be combined with outdoor community gathering spaces, retail, outdoor dining and play space to create a precinct destination. Facilities of this scale often include infrastructure that allows for the hosting of larger community events.

Multi-purpose hubs require ongoing commitment to management and programming and resourcing to curate the spaces in the short to medium term to make them successful, which has operational cost implications.

Mitchell Park Sport and Community Centre is an example of a hub model project, noting that there is still a degree of separation between the functions within the single building footprint.



Edwardstown Soldiers’ Memorial Recreation Ground sporting and recreation complex



Cove Civic Centre

8. Sustainability

The increasing focus on all aspects of sustainability means that not only are sustainable design, materials, energy and water aspects of the design and community buildings important, so too is sustainability in terms of funding, management, and maintenance arrangements.

Commonly, income from user charges, hire fees and rent from tenancy agreements is insufficient to cover the costs of maintenance of community buildings.

Many local governments have been exploring other income generating activities, such as operating commercial cafes or fitness activities, running monthly markets or incorporating retail outlets. Some income generating activities are run as social enterprises to further the community building contributions of the facility.

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# Strategic Context Alignment

The City of Marion Property Asset Strategy (CoMPAS) has been developed with consideration to other legislative, strategic and policy documents at a national, state and local level to understand key directions, challenges and opportunities. The key documents and their connection to the CoMPAS are summarised in full in the CoMPAS Technical Document, but are summarised below:

The City of Marion’s Community Vision is to encourage a city which is liveable, valuing nature, engaged, prosperous, innovative and connected.

To achieve that Community Vision, the City of Marion’s 10 Year Strategic Plan outlines a series of goals and strategies. These include:

- Making services, facilities and open spaces more accessible
- Creating opportunities for residents to enjoy recreation and social interaction in neighbourhood centres, libraries, sports facilities and other Council facilities
- Celebrating Marion’s rich cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations
- Using the best technology to improve the efficiency of operations and service delivery
- Using data to provide evidence for resource allocation
- Working with universities, business peak groups, regional bodies, State and Federal Governments to facilitate local economic growth
- Encouraging residential and business communities to pursue education and training, innovation and local investment
- Activating the city through quality streetscapes and place making initiatives to deliver vibrant and prosperous business precincts
- Providing networking opportunities for more economic opportunities
- Providing a variety of options for social interaction
- Encouraging the provision of daily needs within a short walk or bike ride (where economically feasible)
- Providing more opportunities to use the internet in public spaces

The City of Marion Asset Management Strategy sits immediately above the CoMPAS in the document hierarchy. It includes four strategic objectives:

- Maximise Community Value
- Deliver Agreed Levels of Service
- Informed Decision Making
- Optimally Managed

These are to be achieved through four outcome areas:

- Skilled People
- Accurate Data
- Improved Processes
- Intelligent Systems

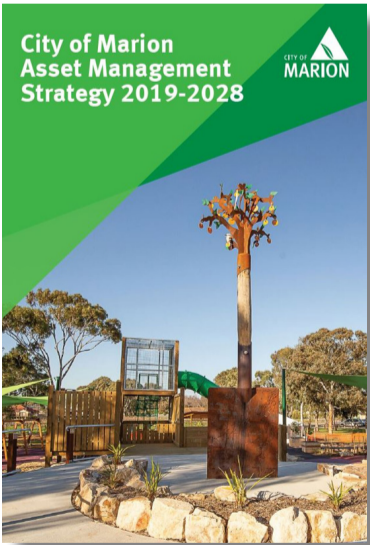
Levels of service are a key outcome from this strategy. These are to be split between technical levels of service which reflect community needs, and community levels of service, which reflect community expectations

The City of Marion Buildings and Structures Asset Management Plan is a further part of the City of Marion Asset Framework. This provides some further detail regarding levels of service and expected lifecycle costs across the portfolio.

The City of Marion has several interrelated plans that must be referenced together with CoMPAS when defining a project scope.

- Disability Access and Inclusion Plan
- Reconciliation Action Plan
- Smart Community Strategic Plan - Smart CoM

City of Marion have a range of initiatives linked to environmental sustainability that will be considered in future project planning.



# The CoMPAS Strategy

The City of Marion has a large portfolio of building assets for community, sport & recreation, commercial and administration purposes. To successfully maintain these assets, Council needs to plan for upgrades, renewals and construction of new buildings to meet the current and future requirements of our community.

The City of Marion Property Asset Strategy (CoMPAS) uses an evidence-based methodology to identify building needs over the next 10 years. It analyses the location, accessibility, usage and condition of existing facilities and anticipates future needs including changing demographics, population growth, community expectations, services standards and emerging trends.

CoMPAS then sets a 10 year prioritised implementation plan to provide future funding needs in Council's Long Term Financial Plan (LTFP) and to assist in the development of Council's 4 Year Business Plan priority projects relating to Council's building assets. Prioritisation seeks to balance value, service and cost, while maintaining flexibility to respond to other opportunities that may arise.



Marion Cultural Centre



Marion Heritage Research Centre

# Strategic Principles

## Building and Structure Assets...



1. Are based on proven demand for current and future populations and demographics



2. Involve the community and users in design and development.



3. Are designed on the principles of accessibility, inclusivity and safety.



4. Incorporate proven technology and sustainability initiatives to meet Council’s sustainability objectives.



5. Are mindful of emerging trends in design and utilisation.



6. Consider both existing facilities and potential partnerships with schools and neighbouring councils.



7. Where possible co-locate a range of community and activity generating facilities.



8. Are designed to minimise whole of life costs.



9. Are funded – where possible – through partnership opportunities.



10. Are delivered within Council’s financial and operational capacity.

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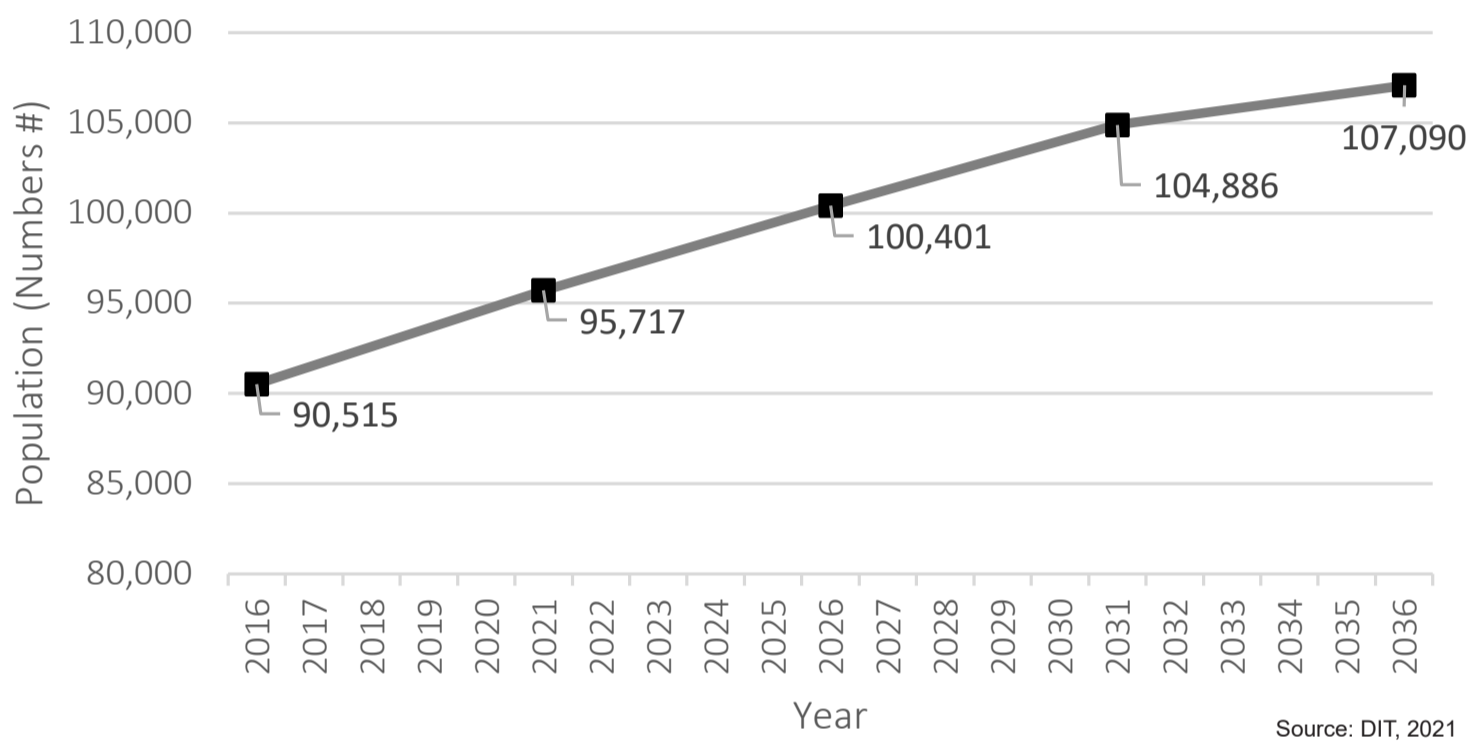
# Marion Demographic Analysis

## Population

Estimated Residential Population (ERP) data can be used to track population change from 2001-2020, while population projections show five-year interval forecasts in 2021, 2026, 2031 and 2036. ERP data for 2020 can be extrapolated to provide an indication as to how population growth is tracking in comparison to the predictions. The City of Marion has grown in population by 11.5% over the decade 2010-2020, adding around 5,000 people every 5 years.

Two-thirds of the City of Marion’s population lives to the north of Seacombe Road. This demonstrates the geographic segmentation of the City of Marion, and the higher level of capacity needed in the northern areas. Projections from the State Government suggest that the City of Marion will have a population of nearly 105,000 by 2031, with the strongest growth projected to occur in the northern areas and an emerging demand around Marino/Seacliff.

Marion Population Projections 2016-2036



## Higher Density Living

Different areas of the City of Marion have contrasting household sizes. The plains areas such as Edwardstown, Mitchell Park, Morphettville and Warradale are much more likely to have smaller households, one or two people, while hills areas see more three and four person homes. Family households are more predominate in the hills areas than elsewhere in Marion, and lone person and group households can be observed in the plains area of the City of Marion.

Beyond population growth, the City of Marion’s housing stock is evolving, with an increasing volume of small lot infill redevelopment, townhouses and apartment living that will change the community’s needs in respect to open space, sport/recreation and community facilities, to balance smaller private homes and open spaces.

### Four Person Households (ABS 2016)

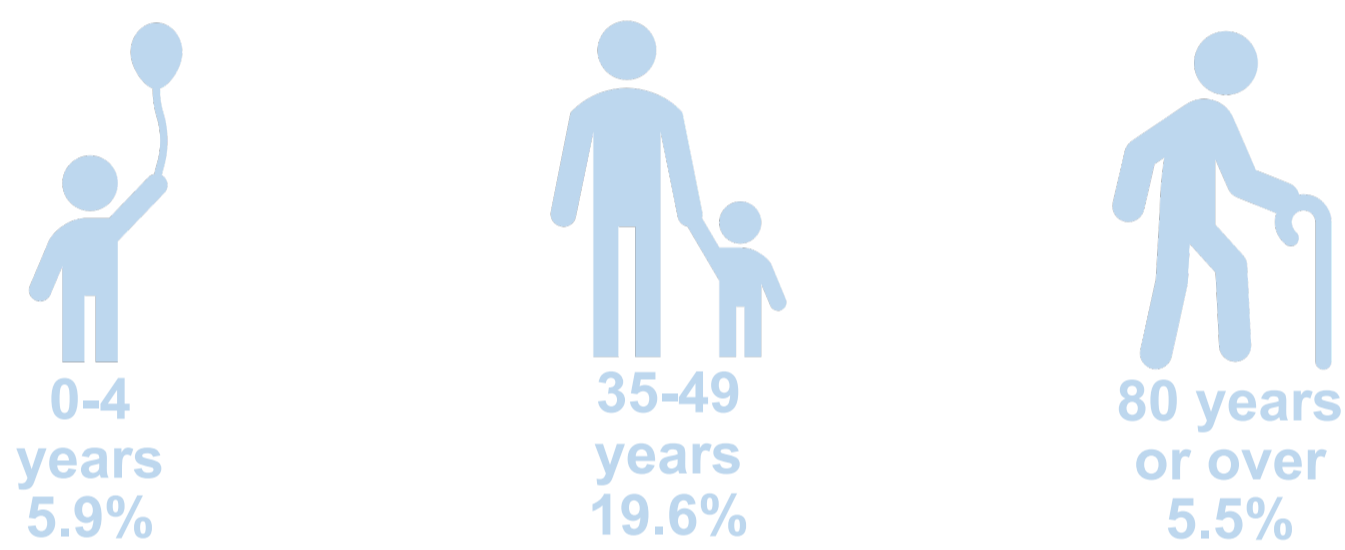


Children and Young People,  
Families and Active Retirees

Changes in population will also be accompanied by changes in age profiles. Forecasts by the Australian Bureau of Statistics (ABS) suggest that the 35–49-year-old age bracket will see strong growth over the next decade, particularly around Morphetville, Warradale and Mitchell Park. Growth in this age bracket could potentially be accompanied by growth among the 0–4-year-old bracket as residents enter into a stage of life where many consider having children. This age bracket is likely to access business related facilities such as the Cove Business Hub, organised sport or childcare services.

There was also substantial growth among 60–69-year-olds, with 24.2% growth in this cohort over the fifteen-year period for 2001 to 2016. Older adults generally participate in some form of regular non sport physical activity such as walking or cycling. Projected growth of nearly 200% is also forecast for the population of older residents over 80 years of age, following the nationwide trend of ageing populations. Older adults have a higher usage rate of community facilities such as libraries and neighbourhood centres for community run programs and general social interaction.

Population Distribution (ABS 2016)

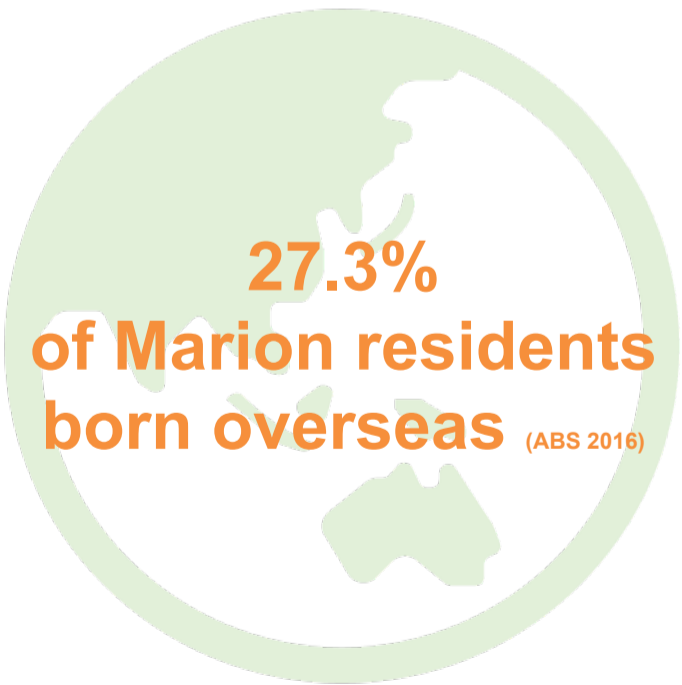


A Diverse Community

Marion is increasingly culturally diverse, with an additional 3,326 people born overseas in 2016 compared to 2011, 59.1% of total population growth in this period.

At the 2016 Census, 24,182 Marion residents were born overseas, 27.3% of the area's total population. In terms of place of birth, the UK remained the largest country of origin for Marion residents with 8% of the population in 2016 born there. However, this represented a decline of 207 people from 2011, while there were an additional 843 people born in China and 747 born in India. Notable increases came from Nepal (+320) and Saudi Arabia (+319).

More culturally diverse communities often have a greater demand for community spaces which can host large cultural events and celebrations. These also often require a greater flexibility in how the space can be used, and designed to meet specific requirements for their culture not often provided in private or commercial facilities.





# Marion District Analysis

## Marion District Analysis – Adjacent Councils

Planning for facility distribution and service alignment, Local Government Authorities should not be undertaken in isolation of neighbouring communities and facilities. Community members typically select a Council facility based on convenience, quality of the amenity and service offering, irrespective of Council boundaries. The City of Marion shares a porous boundary with five different Councils, separated by road networks that make a district facility distribution analysis and open communication critical for the 10-year planning horizon.

### City of Onkaparinga

The geographic position of the southern Marion wards separated from the balance of Marion by elevation and the Glenthorne/ Hallett Cove Conservation Parks creates a community with close ties to Onkaparinga. Onkaparinga’s Long Term Financial Plan provides a focus on upgrades and extensions to existing infrastructure in preference to undertaking new major projects.

Recently, the City of Onkaparinga and State funding has been committed to the Majors Road recreation precinct which is becoming a key community, environment and sporting hub for the inner southern suburbs.

Onkaparinga uses set district planning boundaries, as opposed to ward boundaries to provide consistency in their strategic planning across all departments. The Hills North and Central North district planning boundaries run adjacent the CoM boundary and sharing of strategic information should occur between the two organisations.

### City of Holdfast Bay

The City of Holdfast Bay has recently completed several major sport and recreation projects, including the Brighton Oval redevelopment, Kauri Community and Sports Centre and the multi-staged Glenelg Oval Master Plan. These projects were brought forward in planning and investment priority due to securing Federal and State Government funding.

Glenelg Oval is an ongoing project to redevelop the tennis courts/ facilities, provision of unisex changerooms and improvements to spectator access and amenity. Planning for a two-court indoor facility has been placed on hold due to the spatial constraints of the site and City of Holdfast Bay position that to be successful an indoor court facility needs a larger mix of complementary facilities.

### City of Mitcham

Over the last few years, the City of Mitcham has focused investment on the Blackwood Hub and Mitcham Memorial Library, creating contemporary library and community centres. Investment has focused on the Mitcham retail/service centres to the east and hills area with minimal investment or planning for facilities along the southwestern edge of the City of Marion. With the State Government investment in the south road tunnels, opportunities for improved connection and access to grant funding along this boundary will be a focus.

### City of Unley

The City of Unley has seen State Government investment in the Wayville Sports Centre within the Adelaide Showgrounds. This needs to be monitored as it could satisfy some regional demand for sports facilities

The City of Unley has also identified the South Road upgrade works as a significant opportunity for facility upgrades to Glandore Oval, which would be of benefit to their residents as well as City of Marion residents.

### City of West Torrens

City of West Torrens has over the last five years completed a number of sport & recreation and clubroom facility upgrades in the south of the City of West Torrens. No further upgrades within the next ten years are planned in this region. The City of West Torrens has an under supply of community hall size facilities, with many hire inquiries unable to be met in existing facilities, that could push some commercial opportunity for hire towards the City of Marion.

The major focus will be the relocation of the Thebarton community centre, as a result of the South Road works.

Marion District Analysis – Growth Developments

Marion is a growing and changing community with significant scale medium density developments under planning or active delivery in the northern, western and eastern sections of the city. Facility distribution, demographic planning and partnership opportunities with the landowners/developers should be an ongoing focus to provide the required services and facilities.

Tonsley Village – PEET & Renewal SA

Tonsley Village is in active delivery. As of early 2022, the precinct had 75 occupied apartments and 132 townhouses, with approximately 400 residents living within the precinct, forecast to reach 1200 by project completion in 2025. PEET confirmed that most purchasers are coming from the inner southern suburbs within 10km surrounding the site and are first home buyers, single, with no kids and in the 20–29-year age group. There is a smaller component of downsizers and investors active in the precinct. A network of open space green links is proposed to connect the precinct to the surrounding suburbs. No community or sporting building facilities are proposed in the precinct. Community members can access the POD meeting room for hire within the Renewal SA MAB complex subject to availability, which is currently offered at nil charge. Residents are also making use of the MAB complex squash courts and informal youth skate/parkour within the undercover facility.

Seacliff Village – Villawood

Seacliff Village is due for release in the third quarter of 2022 and is currently taking expressions of interest. The developer has advised that current forecasts predict a final population of 1500 residents housed within 140 plus terrace homes and 600 apartments, subject to market demand. The residents will be in walking distance from the Marion Golf Club, Seacliff Beach and the recently completed Kauri Community and Sports Centre in Holdfast Bay.

Morphettville

Early forecasts for the redevelopment of the rezoned land at Morphettville includes delivery of 136 apartments within the West Torrens area and approximately 56 apartments and 353 town homes within the City of Marion. This dwelling yield would correlated to approximately 1.9 persons per apartment and 2.3 persons per house would result in a future population in the order of 1050 people in the City of Marion and another 258 people immediately adjacent within the City of West Torrens. The developer is assuming due to the built form type that 40% of buyers will be first home buyers, 40% downsizers and 20% families. A multiple oval and sporting complex has been flagged for the centre of the racetrack, with details on community and club access and ownership not yet resolved. This possibility will need to be analysed with respect to proposed investment in sporting facilities in the north of Marion.



Tonsley Village display centre Source: Renewal SA, 2022



Seacliff Village shopping centre concept render Source: Villawood, 2022



Morphettville development concept render Source: SAJC 2022

**Flinders University**

Flinders University has a master plan to develop Flinders Village, focused on the train line extension and anchored with the new Health & Medical 24,000m2 building that is under construction to house over 650 students/researchers with a focus on medical research. There are plans for ancillary retail expansion and cafés within the train station precinct that will be rolled out as retailing demand grows. Covid-19 has challenged the timing for further building commitments in the Flinders Village precinct with further investigations required prior to any timing commitments being made.

The bounce back from Covid-19 in respect to student accommodation on the Bedford Park Campus has been strong in 2022, with the existing accommodation back to full operation, due in part to the strength of the real estate market, and the challenge in students securing private rentals at cost effective prices. This could open demand for additional student accommodation that was proposed as part of the Master Plan to be delivered in the short to medium term, likely to be delivered in 250 bed stages.

The existing sporting ground space is at full capacity with all three ovals used, continual approaches by community clubs to access the ovals, particularly by soccer clubs. Access is provided to the community, outside hours required for use by the Physical Education programs of the university.

The Flinders University Tonsley Campus provides for controlled community access to community clinics led by GP and Optometry. No other community accessible spaces are available.



Flinders Village concept sketch                      Source: Flinders University, 2021

**North South Corridor**

Based on current information the Torrens to Darlington South Road Corridor will be complete and open to traffic in 2031 within the timeline of CoMPAS. Works commenced in 2022. The City Shaping Fund, announced by the former State Government provides grant funding to support community and urban design outcomes along the corridor that could offer funding and land acquisition opportunities for Marion in partnership with City of Mitcham and the State Government.

**Glenthorne National Park**

The Glenthorne National Park being delivered by the Government of South Australia represents a significant environmental precinct in the inner southern suburbs, linked to Happy Valley Reservoir. Off Majors Road is proposed a new multi-functional visitor centre, and an extensive destination playground. This precinct is located near the Southern Soccer Facility and Sam Willoughby BMX Track.



Glenthorne National Park Hub                      Source: ASPECT Glenthorne Master Plan 2020



# Analysis & Recommended Direction for Future Facilities by Asset Typology

## Building and Structure Service Grouping

The following section sets out the benchmark and service level analysis, I mapping and key actions identified by asset typology over the next decade that together form the coordinated proposed actions detailed in the CoMPAS Implementation Plan.

The analysis section is sorted into the four building asset types, set out in the City of Marion Building Asset Management Plan.

The benchmarking and base information available for each asset type varies depending on the facility type and the availability of existing information such as visitation or facility usage data.

The CoMPAS document has been written to enable regular monitoring and update should additional background information be collated, or to capture new opportunities.

Community Services Buildings



Libraries  
Neighbourhood Centres  
Cultural & Performing Arts  
Community Halls

Marion Cultural Centre


Administration and Operations Buildings



SERVICES VISITOR ENTRY  
Marion Administration Centre  
Depots

Marion City Services Depot


Sports and Recreation Activities Buildings



Clubrooms  
Indoor Sport Facilities  
Aquatic Facilities  
Golf

Marion Basketball Stadium

Buildings Leased to Commercial Enterprises



Kindergartens  
Commercial Operations

Ballara Park Reserve Kindergarten

# Community Service Buildings: Libraries



## Strategic Alignment

The Marion Libraries Four Year Plan (2021-2025) and 2017 Library Service Review contains detailed current analysis of existing library services and facilities. CoMPAS has considered the findings.

## Library Trends

Contemporary libraries aim to offer communities a dynamic, adaptable, and vibrant place. Attracting people to a library is strongly linked to the welcoming design, programming and mix of facility offerings.

- There is a strong trend for libraries to be built or redeveloped as part of a multi-purpose community facility co-located with other community, cultural, education or commercial centres.
- Contemporary libraries are increasingly characterised by outdoor environments, multi-purpose design, provision for technology, and charging for “Bring your Own Device” (BYOD), quality furniture and the use of colour to create a vibrant and exciting place.
- Visitors will travel an extended distance for a high-quality library experience.
- Libraries aspire to be more than merely book storage and transactional locations. They are being reinvented as places for all members of the community to visit and spend time. These aspirations clearly overlap with the services offered by neighbourhood centres.
- An increasing number of people are working away from the traditional office environment. Not all can work at home. A “business centre” or library could help to meet this demand.



Park Holme Library frontage

- Flexible creative / maker spaces, not traditionally associated with libraries, are emerging. These are spaces able to host a range of activities from traditional hobbies (art, drawing, sewing) through to modern technology (3D Printing, Virtual Reality, Gaming and Robotics).

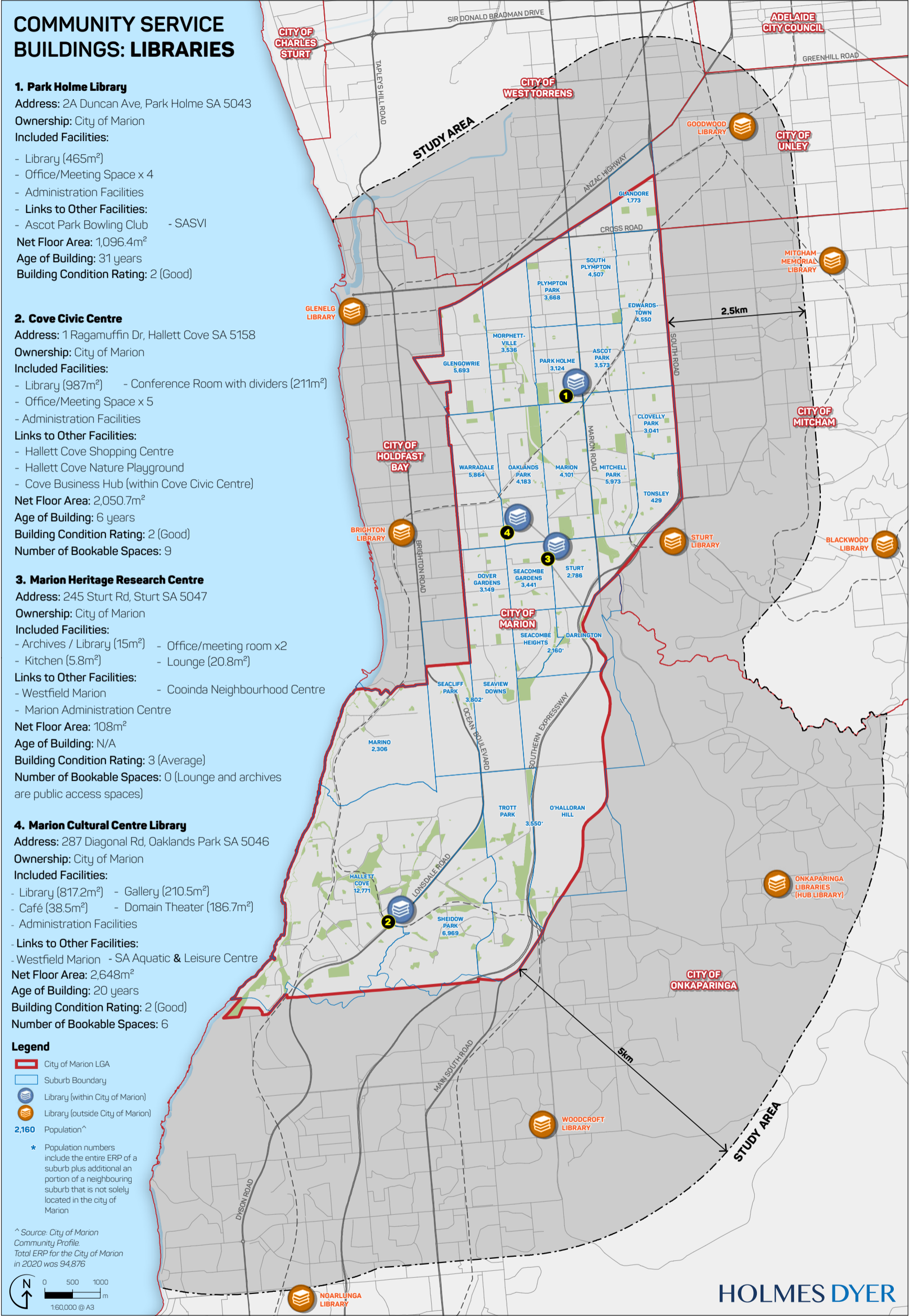
## Case Study - Oodi Helsinki



Example of Library Flexible Maker Space known as the Urban Workshop, setup for traditional sewing classes with power/data cabling and flexible FFE able to support regular adjustment for a range of classes and activities both tradition and contemporary virtual offerings.

Gaming space Oodi Helsinki





Interpretation note: Circles are scaled proportionally to represent the size of various spaces/uses within a specific facility compared to one another. Areas were determined based on CoM provided floor plans.



Marion Cultural Centre (MCC)

The MCC facility is over twenty years old and is a State Heritage Place which provides some constraints on capital works. Reinvestment into some spaces will be required across the next decade, including:

- Renewal of select areas of the internal library space to allow concentration and collaboration spaces for individuals and small groups and improved “bring your own device” connectivity.
- Regular renewal and upgrade of furniture, fittings and equipment (FFE) and audio-visual technology services and supporting infrastructure will be required to meet the expectations of the digital natives.

It should be noted that the MCC Plaza will undergo an upgrade. Council have developed a precinct plan intended to revitalise the public realm as part of the \$5 million investment in the area. The precinct plan includes community benefits as identified as part of the community consultation process.

Cove Civic Centre

First opened in 2015, the Cove Civic Centre and Business Hub remains a contemporary benchmark example of a modern library. Due to its age, the facility should require minimal investment across the next decade, with the following considerations:

- Planning for a renewal and refresh should be a part of budget considerations into the latter years of CoMPAS to ensure a mid-life renewal is implemented in a timely manner to retain the currency of this facility:
- While major reinvestment is not required, some minor capital funding should be allocated to make minor changes as may be require including investigation of a shelter structure to promote improved activation of the outdoor event plaza.

Park Holme Library

Park Holme library is dated, with a tired façade. Although the library benefits from an open floor plan and large picture windows, the space is dominated by books, with limited options for other activities found in more contemporary libraries.

Park Holme Library is quite close to the MCC Library, leaving the northern quarter of the City of Marion with less convenient access to libraries. Exploration of options for a more northern site, potentially as part of a multi-use community hub within the next 10 years is required.

Given the age and condition of the Park Holme facility, any decision for significant reinvestment in this facility should be balanced against the potential opportunities to explore the relocation of the library services into a multi-purpose community hub model facility located further north Marion should explore opportunities to secure a preferred site for a future facility in the medium to long-term.

Potential investment in the short/medium term in the aesthetic and functional upgrade of Park Holme library to meet expectations of the existing community with a focus on:

- Opportunity for cost effective layout changes, visual features and vibrancy
- Opportunities to introduce colour through murals, community artwork to the external façade and improve the general sense of arrival.

Marion Heritage Research Centre

While not directly linked to a library, the Marion Heritage Research Centre is accessible to the community and in close proximity with the City of Marion Administration Building. The suitability of this building for the archive and preservation of the stored collection requires separate expert opinion. The current facility is not fit for this archive purpose. The location of this heritage focused service as part of the broader library/cultural network, across the next decade, would be recommended to remain unchanged but future use of the building should be considered in broader planning for the Sturt Road precinct.

Benchmark Analysis

Facility Type	Definition	Human Services Planning Kit (SA) 1994	South East Queensland Social Planning Implementation Guidelines (QLD) 2007	Planning for Community Infrastructure in Growth Areas (VIC) 2008	Guidelines for Community Infrastructure (WA) 2020	City of Marion Existing Provision Benchmark  Current Population 94,879 - 2020
Library	A central library is considered to provide key regional collections, special selections, library staff offices and associated administrative functions. Various configurations of library spaces, which may include student study lounge, community meeting and activity space, education and training, community gallery and event spaces.	Central Library 1:50,000  Additional Branch Library 1:20,000	Central Library 1:30,000 -150,000  Additional Branch Library 1:15,000-30,000	Central Library 1:30,000 – 60,000	Multi-functional Branch Library 1:50,000 – 150,000  District Library 1:20,000 – 50,000	1 Central Library 1:50,000  With an additional 2 Branch Libraries 1:22,000
	Total Existing Library Facilities (Gross Floor Area – Total Building)	Current Population 2021	Current Rate of Provision sqm/1000 population	Public Library of New South Wales People Places Standard Minimum Provision sqm/1000 population	Projected Population 2036	Future Rate of Provision sqm/1000
	4691m²	95,717	49	40	107,090	43

Conclusion

For the current population, the three existing library branches, supported by the Marion Heritage Research Centre, meet the typical service level benchmarking for the Marion population through to 2036.

The City of Marion library network does not operate a central facility with smaller satellite branches as is more common in the benchmarking and case study examples. Instead, Marion has three equal library branches, that form the network of service. The libraries have unique service offerings, such as the Business Hub at Cove Civic Centre or the Theatre at Marion Cultural Centre.

The total floor area of the combined facilities is more than the minimum provision for sqm/1000 population identifying that there is some capacity within the facilities’ overall size to respond to further population growth across the next ten years without new facility investment. Both Marion Cultural Centre and Park Holme require minor renewal to retain the libraries currency and quality of offering, timing and extent of this investment should be linked to broader strategic facility goals.

The northern and eastern suburbs of the City of Marion are not well serviced by contemporary library facilities. This is a result of the central location of Park Holme and the lack of complementary library facilities within the western section of the City of Mitcham and southern section of the City of West Torrens, leaving this community under serviced.

Given the age and condition of the Park Holme facility, any decision for significant reinvestment in this facility should be balanced against the potential opportunities to explore the relocation of the library services into a multi-purpose community hub model facility located further north Marion should explore opportunities to secure a preferred site for a future facility in the medium to long-term.

Key Recommendations

- CSB-LIB-1    Upgrade the external plaza at the Marion Cultural Centre.
- CSB-LIB-2    Providing funding for future focused internal fit-out changes, to the existing libraries, to support emerging markets, inclusive of small business, education and private /casual utilisation.
- CSB-LIB-3    Deliver a staged internal and external improvement program to Park Holme Library to improve functionality, comfort, aesthetics and create a welcoming sense of arrival.
- CSB-LIB-4    Identify a site in the north of the City for a future community facility to respond to future demand and geographic service gap through a strategic site acquisition strategy.
- CSB-LIB-5    Investigate and seek collaboration partnerships and grant funding opportunities for delivery of a north community hub/ multi-purpose library in the long term.

# Community Service Buildings: Neighbourhood Centres and Community Halls



## Strategic Alignment

For CoMPAS, the role and geographic location of both the Neighbourhood Centres and Community Halls are identified as two distinct but complementary service offerings that support each other as part of a broader community facility network, combined with libraries. This is consistent with benchmarking floor areas where neighbourhood centres are part of a broader network of facilities.

For the CoMPAS, the following definitions are adopted:

- A neighbourhood /community centre is defined as a Council run facility with staff to coordinate programs and activities with regular opening hours for community drop-in visits.
- A Community Hall is used for external or internal hire and programming, with opening times aligned to bookings.
- A service review for neighbourhood and community centres was completed in May 2020. CoMPAS has considered the findings as part of the building asset summary recommendations.

No similar review has been undertaken in respect to Community Hall operations, so an independent analysis has been completed.

## Neighbourhood Centre Locational Trends

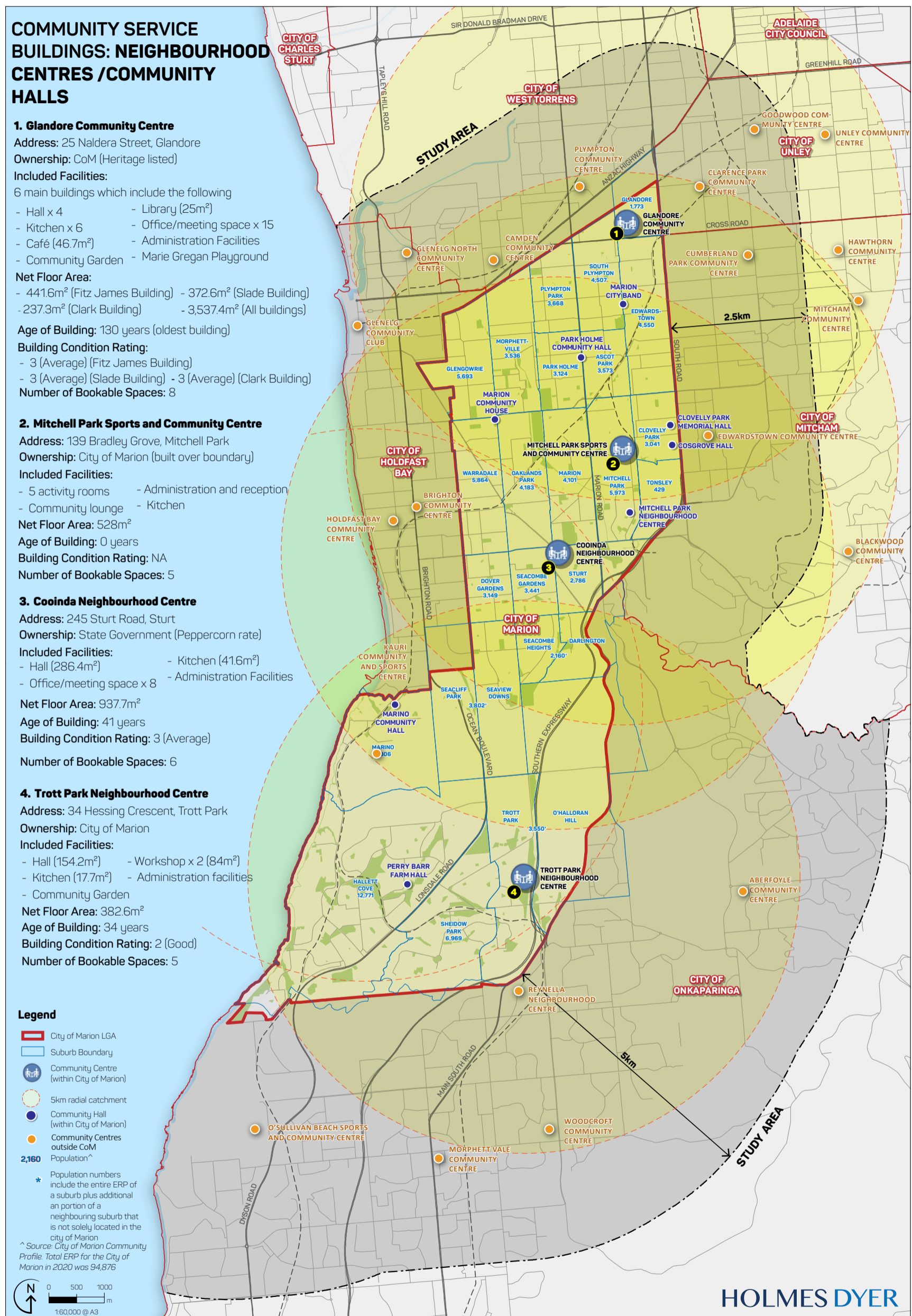
- Neighbourhood Centres have traditionally been ‘safe havens’; welcoming places where local community members can come together to access services and programs. In the future, this connectivity and support could be offered both virtually and across a wider network of facilities, bringing the programs and services to the people, rather than the people to a service locked to an individual building or site location.
- Increasingly, community and neighbourhood centres are being relocated or delivered as part of larger multi-purpose community or sporting hubs, within larger multi-purpose facilities that can offer a wider range of activities and programs and attract a broader demographic mix. Typically, these community hubs are well located in major activity or sporting precincts with broader destination factors attracting people to the precinct.
- The role for a local neighbourhood/community centre will remain, with facilities with high utilisation demonstrating that part of the community places a high value on this local service. Any move to a hub model for any under-performing or poorly located facility requires a focus on change management to support the community to understand and accept the change.
- The challenge is for the traditional neighbourhood centres to attract new users from a broader demographic group. They also must look to deliver programs that are increasingly flexible, and provide multi-purpose and technologically compatible spaces. This challenge is especially pronounced in locations with poor amenity or access.

## Community Hall Locational Trends

- Many of the City of Marion Community Halls are more than forty years old and were acquired through community fundraising efforts or land gifts, often managed or overseen by community members. This form of facility acquisition does not always result in an ideal spatial distribution.
- Community Halls are increasingly becoming dated due to their single hall design, where they are not supported by ancillary rooms and spaces that can provide a range of different sized and flexible spaces to support different activities to occur simultaneously that are the hallmark of more contemporary community facilities. Inadequate catering, access and basic amenities also limit hall functionality.
- Many community halls have a historical connection that makes them highly valued. The most successful community halls celebrate their history, but also embrace the future to ensure they can support contemporary use and community expectations. This can often cause a misalignment, with the community expecting low to nil cost hire rates with older hall facilities requiring significant renewal and investment as an ageing asset with compliance upgrades required for contemporary use.

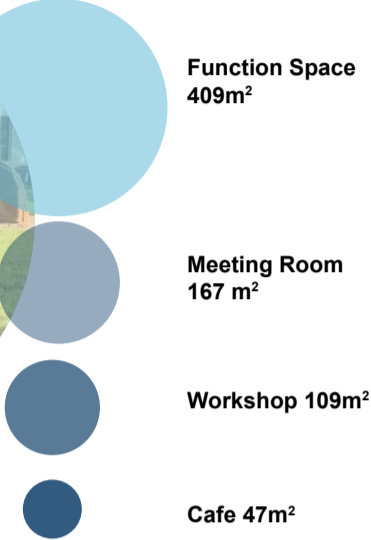


Glandore Community Centre



Interpretation note: Circles are scaled proportionally to represent the size of various spaces/uses within a specific facility compared to one another. Areas were determined based on CoM provided floor plans.

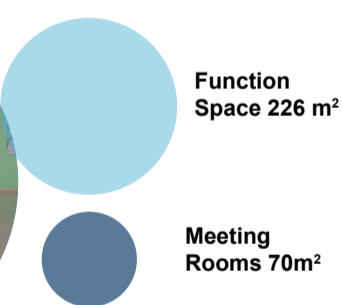
Glandore Community Centre GFA 1577 m<sup>2</sup>



Mitchell Park Neighbourhood Centre GFA 528m<sup>2</sup>



Cooinda Neighbourhood Centre 937 m<sup>2</sup>



Trott Park Neighbourhood Centre 328 m<sup>2</sup>



Glandore Community Centre

The Glandore Precinct has a unique cluster of heritage character buildings that are over a century old, that combine to offer significant value as a community precinct. There are 9 buildings at this site, whilst each individual building on the site is small, the collection of these buildings provides unique community offerings through Council operated Neighbourhood Centres and individual leases to the broader community. Glandore has the highest percentage of external hire and utilisation, equating to approximately 50% of the activity on the site. State Heritage Listing may entail higher than usual maintenance costs and there are limitations on how these buildings can be upgraded. The size of the old buildings will limit the services and programs that are offered in this precinct. For larger events, residents would need to find a space in a neighbouring Council area or travel several suburbs south to, eg, Mitchell Park or one of the larger Community Halls.

Mitchell Park Sports and Community Centre

The new facility as part of the Mitchell Park Sport & Community Centre Project opened in 2022 replacing the old facility at Cumbria Court. This new facility has been designed and co-located with recreation as part of a multi-purpose hub with indoor/outdoor connection and expansion capacity for major events. This is directly in line with best practice facility delivery, and will provide a high-quality facility to meet the needs of this part of the Marion Community for decades to come. It is anticipated that the utilisation of Mitchell Park should double from the current facility's 35%, based on case study experience for new community facilities.

Cooinda Neighbourhood Centre

Cooinda is over 40 years old and is a building owned by State Government under peppercorn rate terms. The facility is part of the broader complex housing the City of Marion Administration Centre Housing SA Centre and other health support services and has a high utilisation rate of over 94%. While no change to Cooinda is required in the next 10 years. It is recommended that open space improvements be considered, to the grounds to open up view lines and create a destination that invites a wider section of the community into this area.

Trott Park Neighbourhood Centre

Trott Park has the lowest visitation of any neighbourhood centre at only 25%. The facility overall is of good quality, but the location is poorly serviced by public transport, not visible from major roads, and does not have a walking catchment on one side due to the Southern Expressway, contributing to the facility's low attendance and low usage by external hirers. It is recommended that options be explored for increasing utilisation and/or exploring options, which may include alternative locations within the southern region.

Cosgrove Hall GFA  
1537 + 76 rotunda m<sup>2</sup>



Hall and Dance  
Studio 721 m<sup>2</sup>

Storage 105 m<sup>2</sup>

Clovelly Park Memorial  
Park GFA 624 m<sup>2</sup>



Marino Hall GFA 432 m<sup>2</sup>



Yoga Room 53 m<sup>2</sup>

Hall 380 m<sup>2</sup>

Perry Barr Farm -  
Castrol Shed GFA 80 m<sup>2</sup>



### Cosgrove Hall (with rotunda)

Cosgrove Hall is a unique facility, that has a large internal hall, approximately three times the size of the other halls within City of Marion. The hall supports external hire, sporting use for single court activities and has a smaller hire space adjacent that allows multiple uses at a single time. The recent stage, green room and lighting rig investment will increase the attractiveness of this hall to be used for community hire. The adjacency of the hall to an area of usable open space and rotunda provides an opportunity for indoor/outdoor events, and improved connectivity between the hall and external spaces would improve this use case. The South Road upgrade works will substantially change the adjacent environment. With the demolition of houses directly opposite, it is anticipated that opportunities for land acquisition to support a facility upgrade may exist. This could include additional floor area to replace Clovelly Park Memorial Hall.

### Clovelly Park Memorial Hall

The proximity of Clovelly Park and Cosgrove Hall sees them operate at times as a pair of complementary facilities, within walking distance of each other. This is not an ideal configuration, and long term, from a community facility provision and management perspective, an expansion and upgrade of ancillary supporting spaces at Cosgrove Hall to replace the floor area at Clovelly Park should be explored. This could create one large multi-purpose community facility that would provide an improved outcome. Alternate uses for Clovelly Park Memorial Hall linked to the sporting clubs or other commercial activities should be explored, with investment money focused primarily on Cosgrove Hall in the first instance.

### Marino Hall

In 2020, Council considered a business case for the full rebuild and expansion of the Marino Community Hall following acquisition of an adjacent vacant land parcel. This project will expand the total floor area by an additional 387m2, which will increase the variety of spaces available within this facility and support the under supply of community facility floor area to meet the growing City of Marion community, especially with the delivery of the nearby Seacliff Village high density residential area across the next decade.

### Perry Barr Farm – Castrol Shed

The Castrol Shed and surrounding Perry Barr Farm complex has a unique character, and provides a hire offering for the Hallett Cove community with a clear point of difference to the facilities at Cove Civic Centre. The facility has a mix of activities and demonstrated community use that is likely to continue from this site. Due to the sloping nature of the property, significant building expansion is unlikely, but improvements to the open space and carparking areas in support of community events within the precinct should be considered along with associated minor building upgrade to improve amenity.

Marion Community House

Marion Community House is leased out to Lutheran Community Care. It is an old building which is well used for office space by Lutheran Community Care. A new kitchen was installed recently. Kiwi Bus also use a room and Meals on Wheels Warradale utilises space to the rear of the site for cooking. It understood that large open spaces are currently underutilised.



Marion City Band

Marion City Band has exclusive use of this asset. Whilst the building floor area is counted towards community facilities the exclusive nature of this agreement needs to be considered in available community floor space calculations.



Park Holme Hall

This facility is owned by CoM and is used by a number of different groups including Galleon Theatre Group, Morphettville Weight Watchers Club, Tai Chi, Sing Australia and Studio Groove. The facility can also be hired out.



Benchmark Analysis

Facility Type	Definition	Human Services Planning Kit (SA) 1994	South East Queensland Social Planning Implementation Guidelines (QLD) 2007	Planning for Community Infrastructure in Growth Areas (VIC) 2008	Guidelines for Community Infrastructure (WA) 2020	City of Marion Existing Provision Benchmark Current Population 94,879 - 2020
Neighbourhood Centres	Small meeting rooms and activity spaces used by local organisations to hire for dance, fitness, meetings and outreach. Typically, with floor area of approximately 300m2 to serve immediate community within walking or public transport access. On-site staff available to manage the facility and work with the community to provide program and services and non-staffed venues available for community hire and use.	Neighbourhood Centre 1:7,000-10,000	Local Neighbourhood Centre 1:6,000–10,000	1 Neighbourhood House program per 10,000 people	Neighbourhood Centre 1: 7,500	4 Neighbourhood Centres 1:19,000  With an additional 7 Community Halls used for similar activities, private functions and privately run programs 1:13,500
	Total including Neighbourhood Centres and Community Halls	Current Population 2021	Current Rate of Provision sqm/1000 population	Benchmark Standards -NSW	Projected Population 2036	Future Rate of Provision sqm/1000
	7287m <sup>2</sup>	95,717	76	80	107,090	68

Conclusion

There is a wide variation in benchmark analysis tools relating to neighbourhood centres. For the purpose of CoMPAS, a benchmark target for a neighbourhood centre within 5km of every home, to service a population of 20,000-30:000 residents is considered the most relevant to the Marion service offering. Using this analysis, retention of four neighbourhood centres is required to support the Marion population through to 2032.

The location mapping demonstrates that accessibility and distribution of some sites is challenging, specifically Trott Park Neighbourhood Centre is poorly located to service the suburbs of (at least) Trott Park, Sheidow Park and Hallett Cove.

The other benchmark consideration for community facilities, calculates the total community floor space rate of provision against the best practice NSW target of 80m2 per 1000 people, though this calculation considers the broader network of community facilities including community halls. This analysis demonstrates that across the next decade a deficit of approximately 713m2 in community centre/hall floor space exists in Marion, assuming disposal or repurpose of the existing Cumbria Avenue Neighbourhood Centre.

As a result, the CoMPAS recommendations seek to address this floor area deficit recommending that this be achieved through relocation and/or expansion of existing facilities in key geographic locations, that could be combined with library opportunities in the northern catchment area of Marion.

We recommend, during the next decade the retention of a distributed network of community facilities, rather than a wholesale move to a community hub model for all services, given the volume of distributed assets in the City of Marion portfolio. Rather than such a significant shift to a hub model, we instead recommend that co-location opportunities be considered on a case-by-case basis for any major new build or renewal.

Marino Community Hall, while not a neighbourhood centre, is an important facility for the western Marion community and demand for outreach program and service offerings to meet the surrounding community not well serviced by the existing neighbourhood centres should be explored.

The service delivery model at Marion does not include specifically allocated facilities for youth or senior citizens centres as compared to other local government organisations, with these services instead being delivered through services and programs across the broader community facilities network. The mix of existing uses at Marion Leisure Centre could represent an opportunity for co-location of youth focussed services as part of a future upgrade.

The connection of community halls to outdoor plazas or areas of significant open space with the associated internal/external connections to host larger events is limited and should be a focus to improve functionality and utilisation. Marion has a collection of similar sized facilities with similar event capacity and functionality, and there is little variety between the facilities except for Cosgrove Hall which has a clear point of difference.

Opportunities may present to investigate renewal and upgrade of Cosgrove Hall with additional open space and/or land that could be used for expanded carparking in support of community use of this facility. It is recommended that a precinct approach to this locality design be explored with potential North South Corridor Funding from DIT and/or partnership opportunity with City of Mitcham.

Key Recommendations

CSB-NCCH-1	Identify the unique facility offerings, differentiation, hierarchy, management model, program and services for the network of Community Halls to increase utilisation.
CSB-NCCH-2	Explore options in the Southern Region of Neighbourhood Centre needs to improve exposure and accessibility.
CSB-NCCH-3-	Dispose or re-purpose the old Mitchell Park Neighbourhood Centre building following relocation in 2022.
CSB-NCCH-4	Complete the expansion of the Marino Community Hall, and include consideration in the facility design of spaces that could support outreach services and programs for this section of the Marion community without access to a Neighbourhood Centre.
CSB-NCCH-5	Address the community facility floor area deficit by providing an additional 267m2 of floor area by Year 10.
CSB-NCCH-6	Explore improved functionality of Cosgrove Hall, specifically provision of audio visual and acoustic infrastructure and improved indoor/outdoor event connectivity for more than 500 people. Explore grant funding and land acquisition opportunities as part of the South Road Upgrade Works for additional parking to support events.

# Community Service Buildings: Cultural & Performing Arts / Heritage



## Strategic Alignment

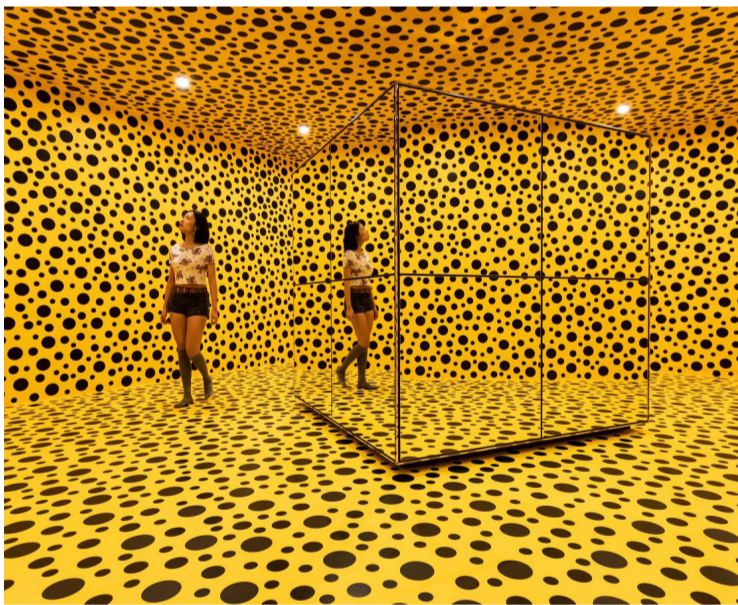
There are no specific cultural and performing arts plan that exists for the City of Marion. The Living Kaurna Cultural Centre is directly linked in the City of Marion RAP 2020.

## Cultural & Performing Arts Centre Trends

- Identifying consistent trends in performing arts and cultural facilities in Australia, at a district/regional level is challenging
- According to the Live Performance Australia, Ticket Attendance and Revenue Report 2018, festivals are one of the fastest growing performance arts markets that is especially strong in South Australia that has one of the highest festival attendance rates in Australia underpinned by the success of the Adelaide Festival and Adelaide Fringe.
- Increasing a cultural and performance arts facility needs to be a multi-experience destination, that is flexibly designed and actively curated to provide different experiences for every visit, and flex to cater for events that include indoor and outdoor arts and broader placemaking experiences for a wide demographic mix.
- There is increasing examples and interests in digital and immersive art installations and the attraction of a younger audience to the experiential nature of these installations and the social media sharing of the experience.



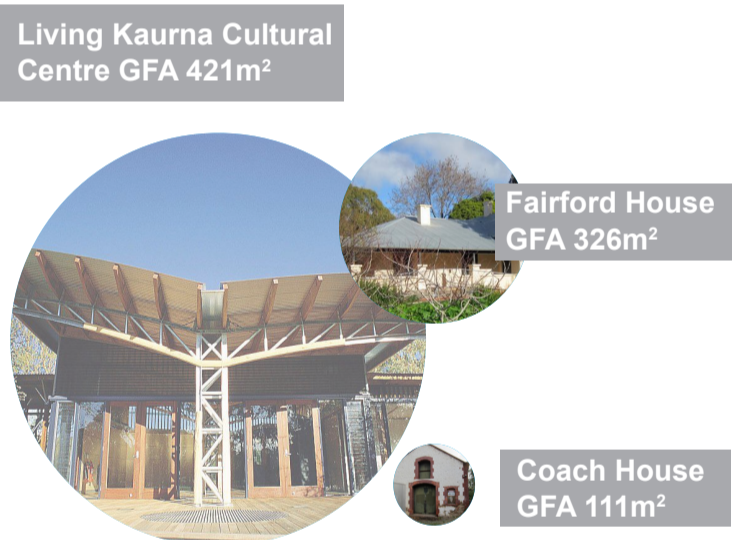
Marion Cultural Centre - Gallery Space



Digital and Immersive Art Installation Example  
Yayoi Kusuma Spirit of Pumpkin Descended into Heaven  
Exhibition - Photo from Art Gallery of South Australia



Interpretation note: Circles are scaled proportionally to represent the size of various spaces/uses within a specific facility compared to one another. Areas were determined based on CoM provided floor plans.



Marion Cultural Centre (MCC)

Completed in 2001, the centre is over twenty years old, and while the Marion Cultural Centre was a benchmark contemporary facility when first constructed, changing technology and community expectations will require some reinvestment into some spaces across the next decade. The MCC is a State Heritage Place which constrains some capital works both to internal and external finishes and configuration.

The Domain Theatre has a capacity of approximately 300 seats. Facility limitations include constrained wing space and no fly tower. Storage capacity across the facility is a limiting factor for some events. Renewal considerations across the CoMPAS timeline include:

- Improved outdoor plaza activation through endorsed project to create a more integrated indoor/outdoor experience in support of major performing arts and cultural events and festivals.
- Improved storage solutions for internal and external events.
- Mechanical services upgrades, considerate of galley specification requirements.
- Regular renewal and upgrade of FFE and technology services, and supporting infrastructure for contemporary programs and ensure the Domain Gallery continues to compete for events, against the likes of Hopgood Theatre and Westminster Performing Arts Centre.

For library related commentary refer to the Library Asset Typology Section of this report.

Living Kurna Cultural Centre

Completed in 2001, this centre offers Aboriginal and environmental education programs, art for sale, and event and function hire spaces. The project was delivered through Commonwealth Centenary of Federation Funding.

The facility, while owned by City of Marion, is run commercially by a Kaurna owned and operated business Southern Cultural Immersion.

Co-located on the site are heritage listed Fairford House and Coach House which are used for meeting hire and arts activities. Coach House upgrade works are part of a currently funded project.

Regular renewal of the existing assets to maintain the attractiveness as a function hire facility and protect the heritage listed buildings and improve functionality may be required over the next decade as part of standard asset renewal considerations.

Marion Heritage Research Centre

The Marion Heritage Research Centre is situated next to the City of Marion Administration Building. The suitability of this building for the archive and preservation of the stored collection would be the subject of separate expert opinion.

The current facility is not fit for this archive purpose.

Benchmark Analysis

Facility Type	Definition	Human Services Planning Kit (SA) 1994	South East Queensland Social Planning Implementation Guidelines (QLD) 2007	Planning for Community Infrastructure in Growth Areas (VIC) 2008	Guidelines for Community Infrastructure (WA) 2020	City of Marion Existing Provision Benchmark  Current Population 94,879 - 2020
Heritage Facility Trails/ Information	Various infrastructure to support historic/tourism potential.	Does not provide facility benchmark guidelines	Does not provide facility benchmark guidelines	Does not provide facility benchmark guidelines		Marion Village and Marion Heritage Research Centre
Art & Cultural Centre	For the purpose of learning, exhibiting and developing community arts and cultural activities	Does not provide facility benchmark guidelines	1:30,000–50,000 District 1:50,000–200,000 Regional	1: 40,000 to 60,000	1:50,000 to 150,000	Marion is well served with Arts and Cultural Facilities for the size of population
Museum	A building, place or institution devoted to the acquisition, conservation, study, exhibition and educational interpretation of cultural, scientific historical or artistic value aligned to the individual community of interest.	Does not provide facility benchmark guidelines	1:30,000–120,000 Regional	Does not provide facility benchmark guidelines	1:250,000 informed by local demographics and available ancillary facilities.	Marion is well served with European and First Nations Cultural Facilities/Museum offerings.

Conclusion

The City of Marion community is well served in respect to facility quantity and floor area in respect to Cultural and Performance Art space in comparison to benchmark figures and other Council facility offerings, as a result of the significant investment in facilities approximately 20 years ago.

The challenge for the City of Marion across the CoMPAS timeline will be to maintain the contemporary nature of these facilities through appropriate level of investment in operations, marketing and event attraction, aligned with the City of Marion Strategic Plan and broader community objectives.

Maintenance of the current performing arts centres, and upgrade to retain their attractiveness for attracting events in southern Adelaide should remain a focus across the CoMPAS timeline.

Investments are likely to be required to maintain a contemporary standard in ambience, precinct experience and technical equipment, lighting, audio visual and sound as technology advances in line with standard industry expectations. Additional investment may be required should Marion wish to specifically attract a certain type or level of event i.e. digital immersive art displays.

A permanent solution to increase the storage capability at MCC, to support more efficient event management may be required; alternatively allowance for temporary storage for events may be required.

Key Recommendations

CSB-CPAH-1 Allocate funding to deliver an improvement program to Marion Cultural Centre (Domain Theatre and Gallery) to maintain existing facility hierarchy within the broader regional network of performing arts facilities in southern Adelaide, as technology and contemporary specifications change for both theatre and gallery spaces.

# Sport and Recreation Activities Buildings: Indoor Facilities



## Strategic Alignment

Council staff prepared the Indoor Court Review in 2021, which is a comprehensive summary of the current Indoor Court Facility Provision across the City of Marion. The sporting club demand for indoor courts is critical to inform the timing for facility delivery and benchmarking.

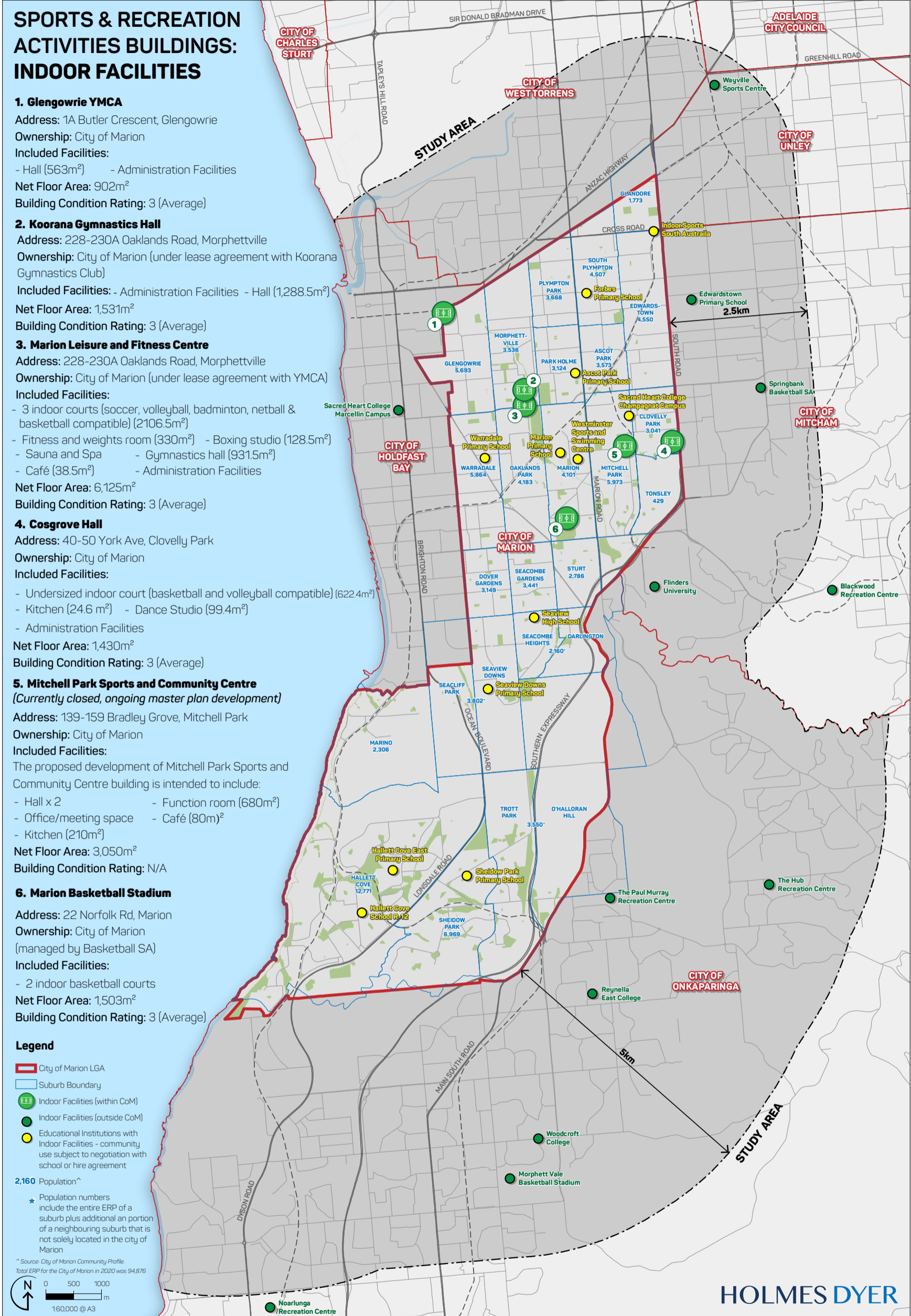
## Indoor Facility Trends

- Shared-use indoor facilities bringing together general community and sporting uses into a single building. Indoor recreation facilities represent a significant community investment and for equity the delivery of a building that appeals to all demographics and interests beyond organised team sport.
- Partnership delivery between local authorities, developers, schools and tertiary institutions and clubs to share the cost of delivery.
- Investment in technology can support seamless transition between different sport set-ups and community uses, such as through pre-set condition settings and infrastructure roof suspension systems.
- With the inclusion of extreme sports into the Olympics, the exposure and interest in these sorts of facilities is increasing, including climbing walls or “ninja” courses with family entertainment and spectator viewing areas that can be used for competition, training and community hire and recreational use.
- Audio Visual investment across facilities for live stream content, digital messaging, bring your own device connectivity and e-sport rooms. Fitness and community programs are increasingly being delivered through concurrent in-person or digital options.
- New facilities have strong links between indoor and outdoor sporting and passive amenity spaces with the indoor facilities providing the administration and supporting utilisation and management of spaces that could include external courts, external play spaces, yoga platform/fitness stage and general amenity improvements. Investment in external space design and facilities can give a sense of a significantly larger facility without the cost of building expensive internal floor area.
- Focus on holistic wellbeing services and ancillary health, counseling and support spaces.
- Venue inclusivity including incorporation of changing place infrastructure, gender neutral facilities, family lockers and change rooms
- Future proofing a facility to be able to respond to changing sporting demand through multi-sport flooring, flexible internal partitions, generous ceiling heights, floor space and robust materials designed for a range of uses.

## Case Study – Lights Community and Sports Centre

5 Court Stadium at Lightsview opened in 2019 incorporating shared community spaces including community rooms, meeting rooms and function rooms integrated with the organised sports usage as a multi-purpose hub facility model.





### Glengowrie YMCA

Glengowrie YMCA is a gymnastics focused hall with an average condition rating. Decision for investment in this facility should be considered in context of a broader business case for gymnastics facilities and demand across Marion to determine the facility investment priorities balanced against other sporting demands.

### Koorana Gymnastics Hall

The Koorana Gymnastics Hall is a separately operated facility located to the rear of the Marion Leisure and Fitness Centre site. The building has an average condition rating and is understood to require investment in respect to the roof and entrance foyer for the current occupant. This building represents a duplication in services with Gymnastics SA. Efficiencies with a shared facility could be explored in the future including monitoring any Gymnastics SA move to Wayville.

### Marion Leisure & Fitness Centre

The Marion Leisure Centre is a significant asset within the Marion building portfolio which has an average condition rating. The operations within the building leased to YMCA and Gymnastics SA are currently working within the overall limitations of the building, but significant reinvestment in this facility will be required in the next decade to make better use of this extensive site. This reinvestment will be triggered through both a requirement for compliance upgrades relating to amenities, floor finish/ levels and lift access to the upper floor. The current building has no address to Oaklands Road or welcoming arrival experience and does not capitalise on the overall site size and opportunity to link indoor and outdoor activities and connections both within the site and to immediately adjacent facilities including the Marion Outdoor Pool and Oaklands Wetland Reserve as part of a significant recreation precinct central to the City of Marion.

### Cosgrove Hall

Cosgrove Hall is a unique facility that has a large internal hall, approximately three times the size of the other halls within City of Marion. The hall supports external hire, sporting use for single court activities, predominantly basketball and volleyball. Currently its primary point of difference is the stage, acting as a multi-purpose facilities for both private and community events and sports. The shared nature of the venue however, limits its ability for specific expansion as a sports facility or events hall.

### Mitchell Park Sports and Community Centre

The new Community Centre as part of the Mitchell Park Sport & Community Centre Project will open in 2022. This new facility was designed and co-located with recreation and community uses in mind as part of a multi-purpose hub with both indoor/outdoor connection and expansion capacity for major events. The Community Centre is directly in line with best practice facility delivery and will provide a high-quality facility to meet the needs of this part of the Marion Community for decades to come.

### Marion Basketball Stadium

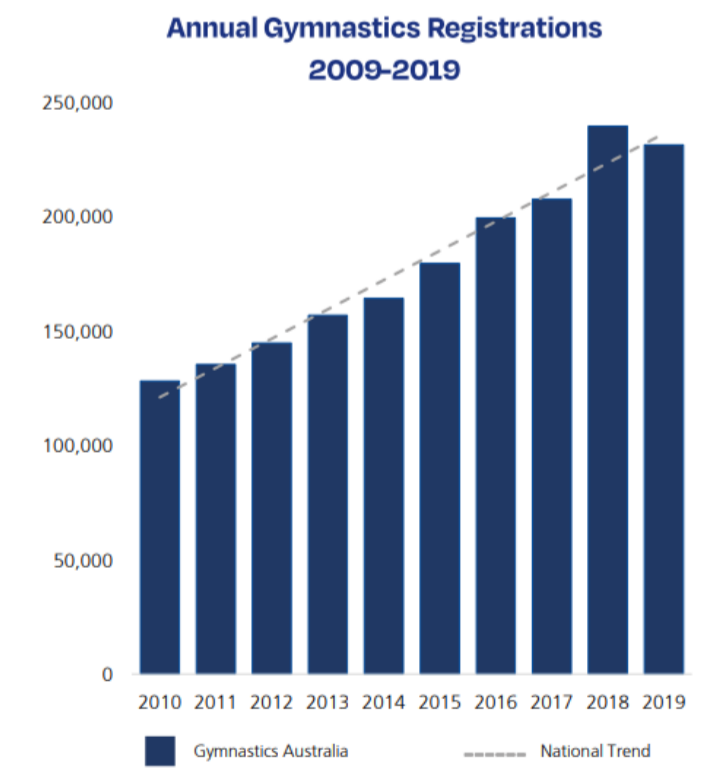
The 1960s hall used by the South Adelaide Basketball Club currently has an average condition rating, with reinvestment required to support club growth. The club demand for improved facilities is justified in respect to the opportunity to deliver a four-court facility within Marion, which is currently a gap against service level benchmarks for the City.



Marion Leisure & Fitness Centre Indoor Court



Koorana Gymnastics Hall



Source: Gymnastics Australia Strategic Plan

Benchmark Analysis

Facility Type	Definition	Human Services Planning Kit (SA) 1994	South East Queensland Social Planning Implementation Guidelines (QLD) 2007	Planning for Community Infrastructure in Growth Areas (VIC) 2008	Guidelines for Community Infrastructure (WA) 2020	City of Marion Existing Provision Benchmark  Current Population 94,879 - 2020
Indoor Sports and Recreation	A multi-functional sport, recreation and community meeting place. Typically a minimum of 3 court facility, with ancillary changing room space, café, offices, reception, gymnasium fitness component. For feasibility multi-sport shared facilities with mix of uses are strongly preferred.	Does not provide recreation facility benchmark guidelines	Does not provide recreation facility benchmark guidelines	Neighbourhood level indoor stadiums: 1 (2 court) facility per 20,000 to 30,000 people  Higher order indoor stadium: 1 (4-6 court) facility per 40,000 to 60,000 people	1:50,000 – 100,000 1-2 court facility within 5km neighbourhood level  4+ courts within 10km catchment for regional facilities	Neighbourhood Level facility 1:15,800

Conclusion

Geographical distribution of the indoor facilities identify that Southern Marion (Trott Park, Hallett Cove/Sheidow Park) and the North-eastern Corridor along South Road (Glandore, Edwardstown) are not well served. While participation location is not known, it is expected that these communities are making use of facilities in Mitcham and Onkaparinga, and any new facility demand would need to consider the regional distribution.

There is no standard benchmarking and service levels for gymnastics facilities per population. To provide a guide on service levels we have translated the South Australian participation in gymnastics, at 8.8% for 0-17 years to the Marion Demography which equates to an estimated participation of 1517, or 505 participants for each Marion venue. Given that Gymnastics SA would have a regional reach, further demand modelling and business case investigations would be required prior to any decision to invest in any of the gymnastics facilities beyond compliance and asset repair.

A service level standard for a district level 4-6 court facility per 40,000-60,000 would identify a gap of this scale of facility in City of Marion, that will be partially met by the planned expansion of the Marion Stadium.

Investment in any future facilities or upgrades should consider Youth outreach and seek to fill gap in community facility floor space as part of an integrated solution, to serve community demand beyond indoor courts as per contemporary service delivery co-location models.

While not a City of Marion facility, the private development investment in the Marion Arena Ice Sport Venue committed for Sturt Road, provides an opportunity for a co-investment in additional parking to support the Ice Sport Venue in a strategic location linked to the broader precinct sport and recreation use.

Key Recommendations

- SR-IF-1

Deliver a two-court expansion with improved entrance, seating and change rooms at the Marion Basketball Stadium
- SR-IF-2

Deliver a significant redevelopment of the Marion Leisure Centre, incorporating 4-6 courts, shared gymnastics space and community space with a focus on youth.
- SR-IF-3

Develop a precinct plan to improve walking connectivity and wayfinding connections between the Marion Outdoor Pool, Oaklands Wetland Reserve and Marion Leisure Centre, including linking the three facilities through an outdoor fitness loop.
- SR-IF-4

Prepare a Precinct Plan to identify a potential site in the Southern Region for a future regional indoor recreation in the long-term when demand is identified.
- SR-IF-5

Support the private development of the Marion Arena with the delivery of carparking improvements.

# Sport and Recreation Activities Buildings: Sports Clubrooms



## Strategic Alignment

The Southern Adelaide Tennis, Netball, Australian Football & Cricket Facilities Strategy from November 2020 considers both field and court sports facility needs in the Southern Adelaide region. The Strategy highlights the growth in female participation and suggests the development of non-traditional change room facilities such as modular designs, and ensuring that spaces cater for multiple uses and are flexible.

## Sports Clubroom Trends

Sport and recreation facilities such as clubrooms, sporting fields and courts have seen a significant change in usage nature and numbers in recent years.

- Clubrooms associated with field based sports, in particular football and cricket, have conventionally been male dominated, with open bathrooms, confined locker rooms and open plan changing spaces. These facilities lack consideration for diverse needs, in particular use by women.
- The development of new sports facilities are more frequently being designed to accommodate multiple sports and community activities. Design that is adaptable, minimises costs and diversifies the usage nature can create transformative uses for a space.
- The co-location of sport, recreation and wellness facilities such as sports changerooms alongside medical practitioners (doctors, physio, nutritionists) has created opportunities for community visibility, partnership and in-kind benefits.



Edwardstown Soldiers Memorial Recreation Ground

- Grant opportunities for sporting organisations and community groups in South Australia has seen the development of safety lighting, upgrades to changerooms to provide equitable access, significant improvements to playing surfaces and the construction of active recreation and multi-use sport hubs.

## Case Study - Goodwood Oval

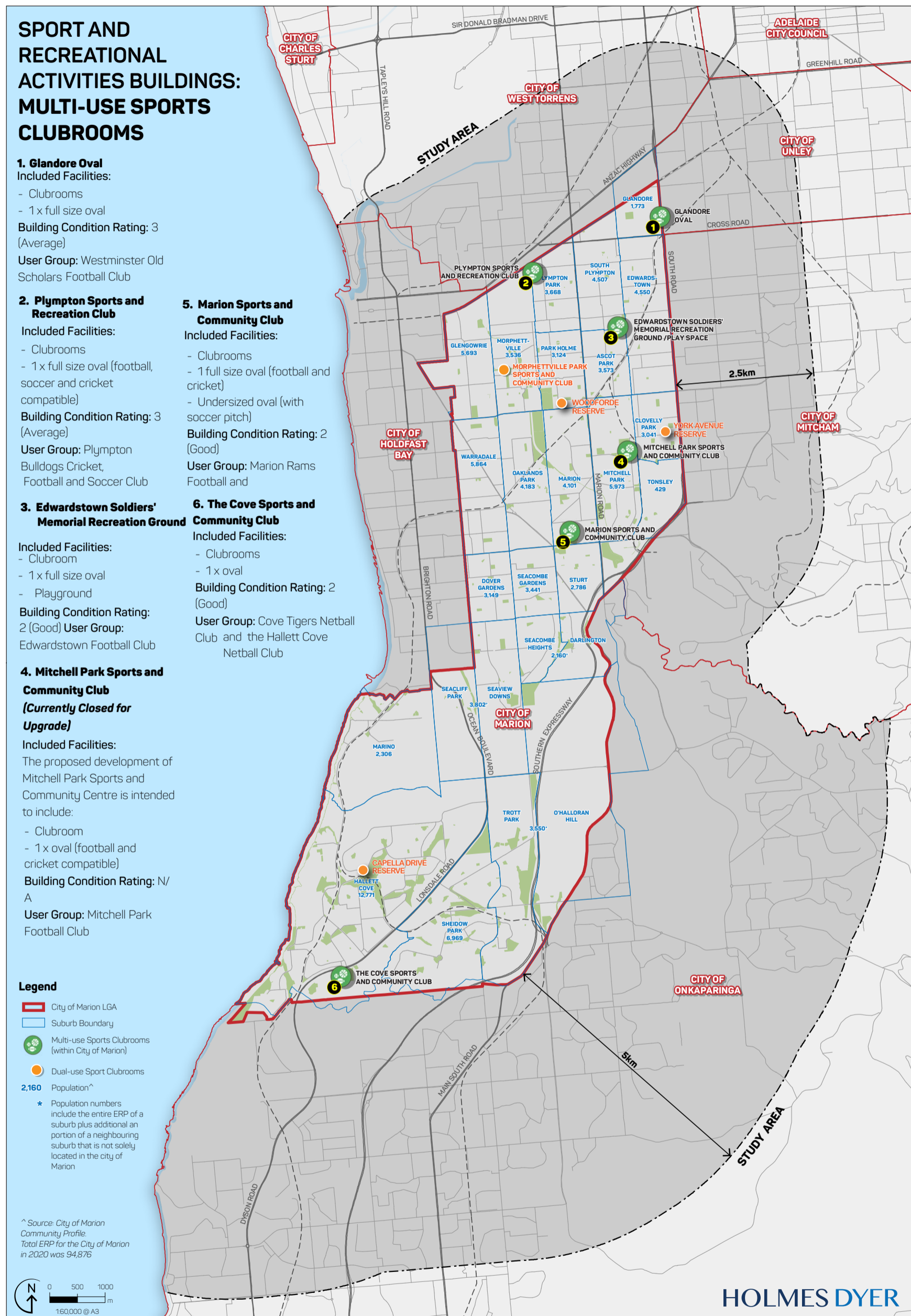
Example of multi-use grandstand, clubroom, function centre and supporting amenities that caters for women and junior participation. The redevelopment saw the retrofit of a 60 year old council asset and includes 4 adaptive changerooms.



Image Source: Schiavello Construction



Image Source: Wiltshire Swain Architects



# Multi-Sport Clubroom Facilities

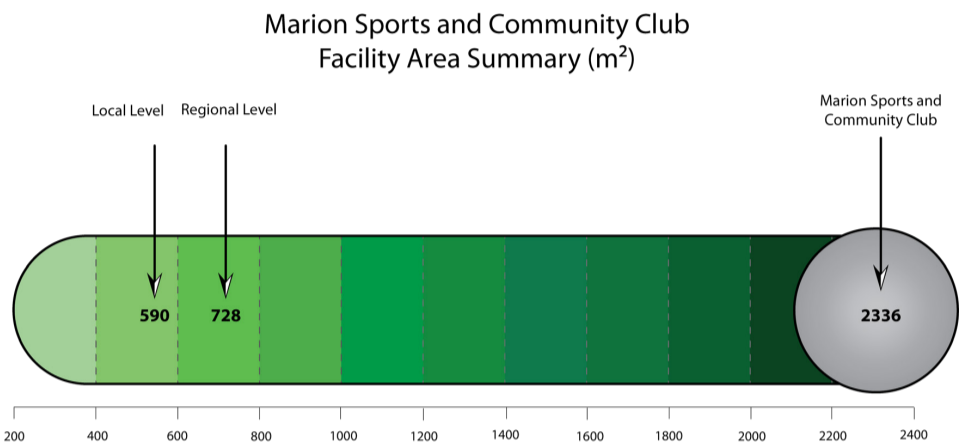
The below facility area summaries (unless otherwise stated) are based against the AFL Preferred Facility Guidelines (2019) as all other investigated sporting standards provided smaller or like area requirements per space typology and therefore fit within the relevant AFL levels. The AFL guidelines provide two relevant levels for facilities in the City of Marion, while other sports provide for three. What the AFL refers to as a “local” level is aligned to the “Club (Home)” category for cricket, community level for soccer or sub-regional levels for tennis and netball.

## Marion Sports & Community Club

The Marion Sports and Community Club is associated with Club Marion and the adjacent Marion Basketball Stadium, bowls facilities and Croquet Club. The Community Club is the home ground of the Marion Rams Football and Cricket Club and Sturt-Marion Thunder Soccer Club.

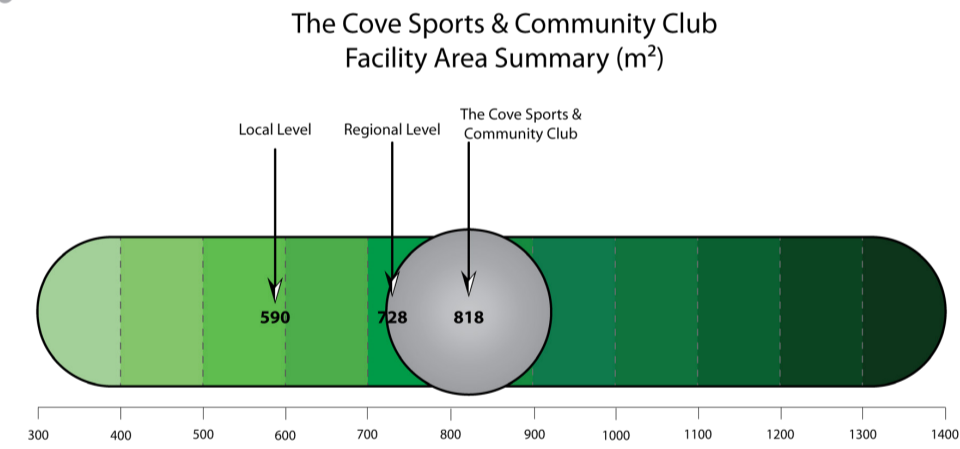
The clubrooms, umpires changerooms and sports storage sheds are located on the ground floor. The total gross floor area of the Marion Sports and Community Club across 4 floors is 2,336 square metres. Both the home team and visitors changerooms are undersized compared to the local facility standards outlined in the AFL Preferred Facility Guidelines (2019). However, the Marion Sports and Community Club has a significantly higher social space, amenities room and external covered area than the standards require. This large social space in the form of a function room, dining area and bar results in the facility exceeding the total area requirements for a regional Australian Rules Football facility.

Despite the shortcomings of change room area for the purpose of football the changerooms meet the required area against other sporting guidelines such as cricket, netball and tennis.



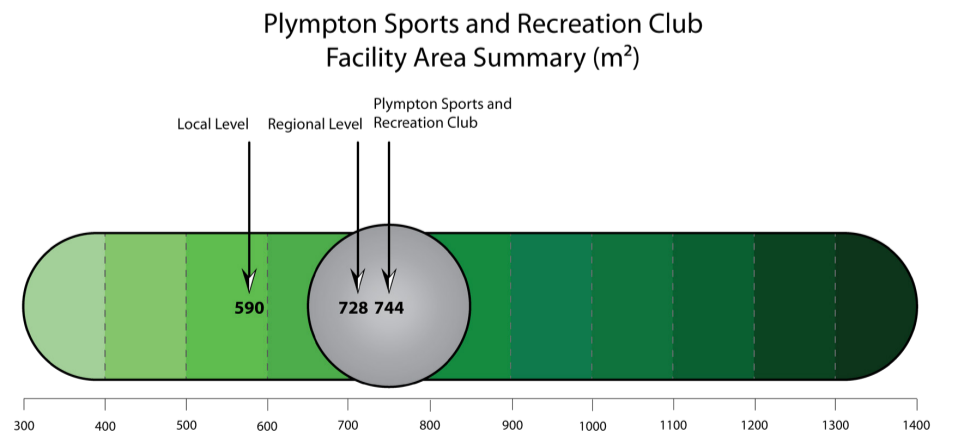
## The Cove Sports & Community Club

The Cove Sports and Community Club is the home ground of the Cove Cobras Football Club and the Hallett Cove Netball Club. The facility boasts 6 netball courts, a full sized oval and a second field. The clubrooms are in good condition with extensive training room provisions which double as changerooms for competition days. Against the AFL Preferred Facility Guidelines (2019) the individual changerooms are slightly undersized for sub-regional use, however the quantity of separated changerooms mean community based sports hosted at the Cove Sports and Community Club are well serviced. Netball is serviced by both the Cove Sports and Community Club and a separate sports shed adjacent the 6 netball courts. With the relocation of Soccer to Majors Road, the Cove Club Building Stage 1 and 2 projects have already been committed for delivery across the CoMPAS timeline.



## Plympton Sports and Recreation Club

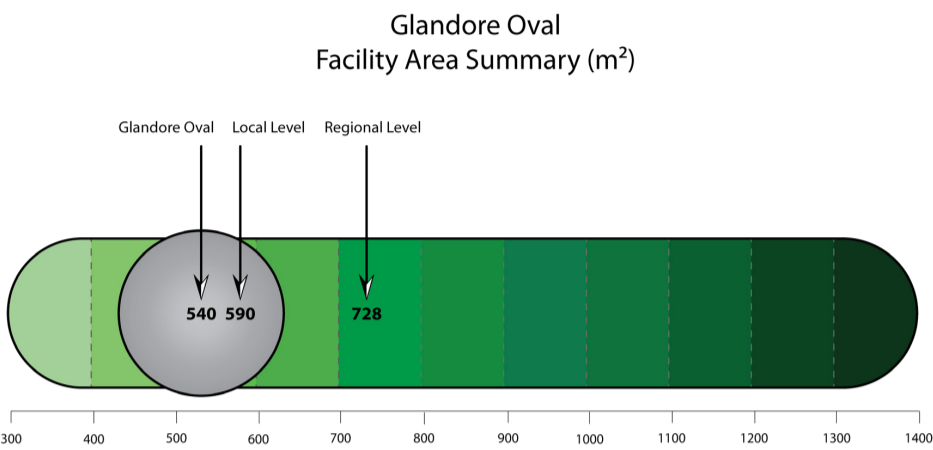
The Plympton Sports and Recreation Club is located adjacent the Morphettville Racecourse and is home to the Plympton Bulldogs Cricket, Soccer and Football Club, hosting both senior and junior competitions. The function space is run as a bar and dining room with adequate change room facilities that meet the sub-regional AFL standards. The building has an average building condition rating as audited by CoM. Much like other community football and cricket clubs in Marion, Plympton Sports and Recreation Club meets the regional requirements for total floor area when viewed against AFL standards, however the configuration of space is not conducive to the change in usage that has occurred over that last few years including the increase in women’s sport participation, for example open shower cubicles and small change areas.



Glandore Oval

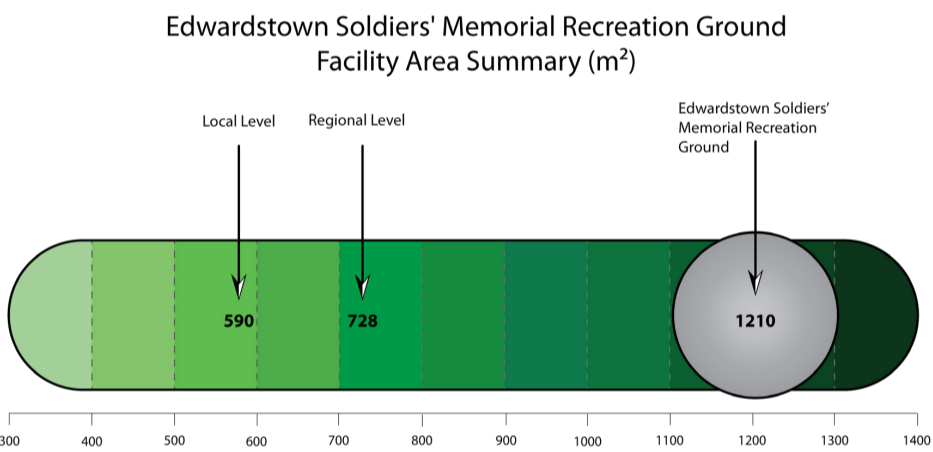
Glandore Oval is a multi-purpose sports and recreation facility which has cricket training facilities, tennis courts, playground, lighting and rose garden. The ovals building used as a clubroom and changerooms for Adelaide Cricket Club (the Club) and Westminster Old Scholars Football Club has a 3 (average) building condition rating. The site also hosts a Scouts group in one of the ancillary buildings and Black Forest Primary School for sports and recreation. The total floor area of the clubroom is somewhat undersized compared to the AFL local level guidelines as it doesn't have a dedicated medical room and provides minimal space for officials and umpires. However, the changerooms are adequate for local competition use and the social space including a hall and bar are large enough to host events and spectators.

Grant funding has been secured to develop a precinct plan for Glandore Oval and dependent on the adopted hierarchy for this facility further investment in facilities may be required.



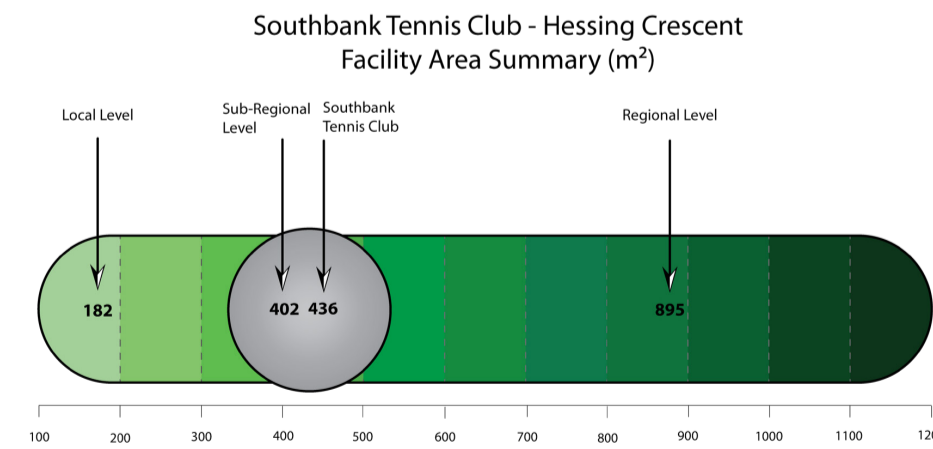
Edwardstown Soldiers' Memorial Recreation Ground

Edwardstown Soldiers' Memorial Recreation Ground clubrooms are in good condition. The \$8.8 million redevelopment of Edwardstown Oval was officially opened in April 2019. The clubrooms service the football, cricket, netball, tennis and bowls club as well as support the Edwardstown velodrome. The clubrooms floor area and layout configuration is an example of a inclusive design that seeks to provide amenities for a range of different users. The extensive social space allows for the clubrooms to be used as a venue for larger scale sporting and recreational events. The floor areas for individual changerooms are slightly undersized compared to the AFL standards but it should be noted that the additional two changerooms responds to this and expands the potential of the facility to be used for different sports and recreational activities at the same time.



Southbank Tennis Club - Hessing Crescent

The Southbank Tennis clubrooms located at Hessing Crescent reserve and are a prime example of many of the tennis and netball facilities in the City of Marion. They provide open social space but generally lack dedicated changerooms and athlete amenities that are stated in the Netball Australia's National Facilities Policy (2016) and Tennis Australia's Tennis Infrastructure Planning, Design & Delivery Resource (2018). In the case of Southbank Tennis club, the overall floor area exceeds the requirements as stated by the relevant guidelines for a regional clubroom, however spaces that serve athletes and their sporting needs are severely undersized.



The Southbank Tennis Club facility has been scaled against Tennis Australia's Tennis Infrastructure Planning, Design & Delivery Resource (2018).

Benchmark Analysis

Facility Type	Definition	Human Services Planning Kit (SA) 1994	South East Queensland Social Planning Implementation Guidelines (QLD) 2007	Planning for Community Infrastructure in Growth Areas (VIC) 2008	Guidelines for Community Infrastructure (WA) 2020	City of Marion Existing Provision Benchmark Current Population 94,879 - 2020
Outdoor Recreation / Field Space	Generic irrigated open space infrastructure that can be used flexibly to incorporate seasonal variations in sporting use. Supported by shared viewing pavilions, change room, club rooms and associated infrastructure, final sport configuration will be directly informed by Local Demand.	4 ha with 22500 m2 playing space serving residents within 2 ha radius	Does not provide recreation facility benchmark guidelines	District provision 1 per 6,000 people or designated active recreation reserve  Regional provision 1 per 50,000 people	1:6,000 - 8,000	1:14,000

Facility Type	Definition	Human Services Planning Kit (SA) 1994	South East Queensland Social Planning Implementation Guidelines (QLD) 2007	Planning for Community Infrastructure in Growth Areas (VIC) 2008	Guidelines for Community Infrastructure (WA) 2020	City of Marion Existing Provision Benchmark Current Population 94,879 - 2020
Outdoor Courts	Indoor and outdoor hard flat surfaces, with a minimum number of dedicated courts. Multi-marked outdoor courts and school facilities should be considered with the capability of providing basketball, netball and tennis training.	Does not provide recreation facility benchmark guidelines	Does not provide recreation facility benchmark guidelines	Overall provision: 1 outdoor court per 3,500 people	1:3,000 -4,000	1:4,300

Conclusion

To make comparison between identified benchmark criteria such as floor area per 1000 population or facility level per population, the current multi- use sports clubrooms in the City of Marion require accurate floor plans to understand total facility area. Once there is an understanding of the current level of provision, in particular the configuration of clubrooms and the variation in user groups, recommendations can be made that better align with the use of current assets and future needs of the community.

The CoM Building and Structures Asset Management Plan identifies that there are 23 buildings related to sport and recreational facilities, totaling a net floor area of 16917m2, however, there is insufficient data to breakdown the floor area of each asset and therefore individual clubrooms have not been considered in this report. Next steps should include the development of a clubroom facility hierarchy that is supported by service level identification, floor area and user groups and consultation with the affected clubs to inform the strategy direction across the next 10 years.

Key Recommendation

- SR-SC-1

Develop a sport & recreation strategy to include clubroom facility hierarchy and service levels document to provide guidance on equitable future facility upgrade and renewal in consultation with sporting clubs for all sports.
- SR-SC-2

Complete the delivery of the Stage 1 Cove Club Building.
- SR-SC-3

Complete the delivery of the Stage 2 Cove Club Building.
- SR-SC-4

Complete a Precinct Plan for Glandore Oval and delivery of the rebuild.

# Sport and Recreation Activities Buildings: Golf Club



## Strategic Alignment

The Office of Sport, Recreation and Racing report Game On outlines the need for Local Governments to align their resources with the priorities including access to affordable and inclusive sport. Active recreation opportunities at the Marion Golf Park should be considered in the recommendation process.



Marion Golf Course Clubroom

## Golf Trends

- Much like other sports the digitalisation of club run operations is a growing trend in golf. Golf clubs have moved to using online bookings and chatbots to increase online interaction and responsiveness as well as measure experience and satisfaction.
- The population is increasingly time and resource poor and as a result social nine-hole golf courses provide an opportunity for social connection and recreation without expensive annual club fees with a typical round able to be completed within 90 minutes.
- Participation in golf by millennial and generation z and women across all age brackets has grown significantly creating more demand for social spaces including restaurants and informal dining and a variation in changeroom configurations to suit a broader range of users.
- Golf facilities can serve more than just golfers. Non-golfing activities can generate revenue and help sustain the financial health of the overall facility. Golf facilities. Golf course and their adjoining clubhouses can become locations for multi use recreational facilities for golf, walking, cycling and socialising. Increasingly, golf clubhouses are being used as meeting spaces.

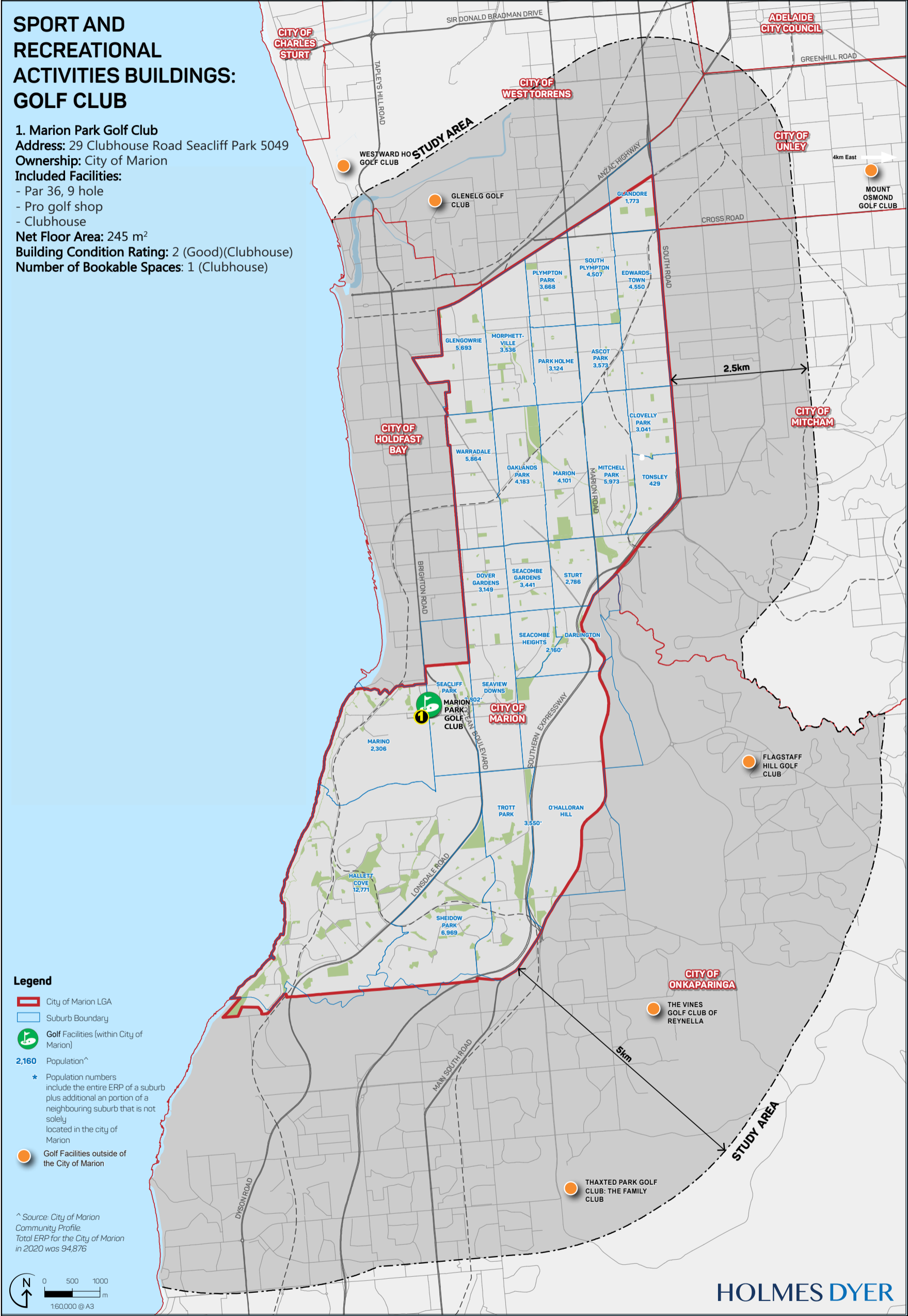
Marion Park Golf Club	2021	2020	2019
Membership Numbers	78	69	61

## Conclusions

- Based on the 2021 audit conducted by Golf SA, Marion Park Golf Club has increased membership numbers by 28% since 2019, however, remains the second smallest membership base in of golf clubs in metropolitan Adelaide.
- While membership is relatively low, the course supports 15,000 rounds per year, with the potential to increase to 20-25,000 per year to support the growth in social golf and supported by improvements to the current clubhouse facilities. Marion Golf Course is a unique golf offering in southern Adelaide, uniquely positioned due to the panoramic views to capture the social golfing market.
- The CoM Building & Structures Asset Management Plan 2020, identified that the Clubroom and Change Facilities achieve a low rating for both suitability and compliance with codes and regulations.
- The existing facilities – a transportable hut for a clubhouse - have been identified as being no longer fit for purpose. The timing for the redevelopment of the adjacent Seacliff Village residential community will also be an opportunity for improvements across the broader precinct and potential collaboration in the delivery of co-benefit community spaces.
- The Marion Park Golf Club received \$200,000 under the Community Development Grant Funding from the Federal Government for upgrade or rebuild of the clubhouse facility which is subject to existing Council decisions relating to future project format, timing and commitment to proceed.

## Key Recommendation

- SR-GC-1 Upgrade the clubhouse facilities to contemporary standards, to support both increased membership and social recreation, including investigation of a range of partnership opportunities with commercial operators.
- SR-GC-2 Work with the immediately adjacent Seacliff Village developer on connectivity opportunities.



# Sport and Recreation Activities Buildings: Aquatic Facilities



## Strategic Alignment

The establishment and ongoing maintenance of aquatic facilities are a significant commitment for Local Government. The State Government Sport & Recreation Infrastructure Plan 2020-2040 provides guidance. The inner south is well serviced with aquatic facilities.

## Aquatic Facility Trends

- Increasing focus on investment in aged aquatic facilities at a District and Regional level to provide inclusive access for frail aged and disabled patrons via ramps and chair lifts and changing places amenities.
- Upgrade of change room configuration and access for changing demographics, religious and cultural backgrounds, and unisex designs.
- Leisure market segment continues to grow, with zero depth water parks and play spaces for younger children being retrofitted to support the main pool use across extended periods and attract families and event hire.

## Marion Outdoor Pool

The Marion Outdoor Pool first opened in the 1976 and has a 50m eight lane pool, two shaded learner pools and associated support amenities. The Outdoor Pool has recently had a \$4.5 million dollar investment completed including upgrades to change rooms, kiosks, shade and storage areas, carparking and the regional level water play park and associated amenities.



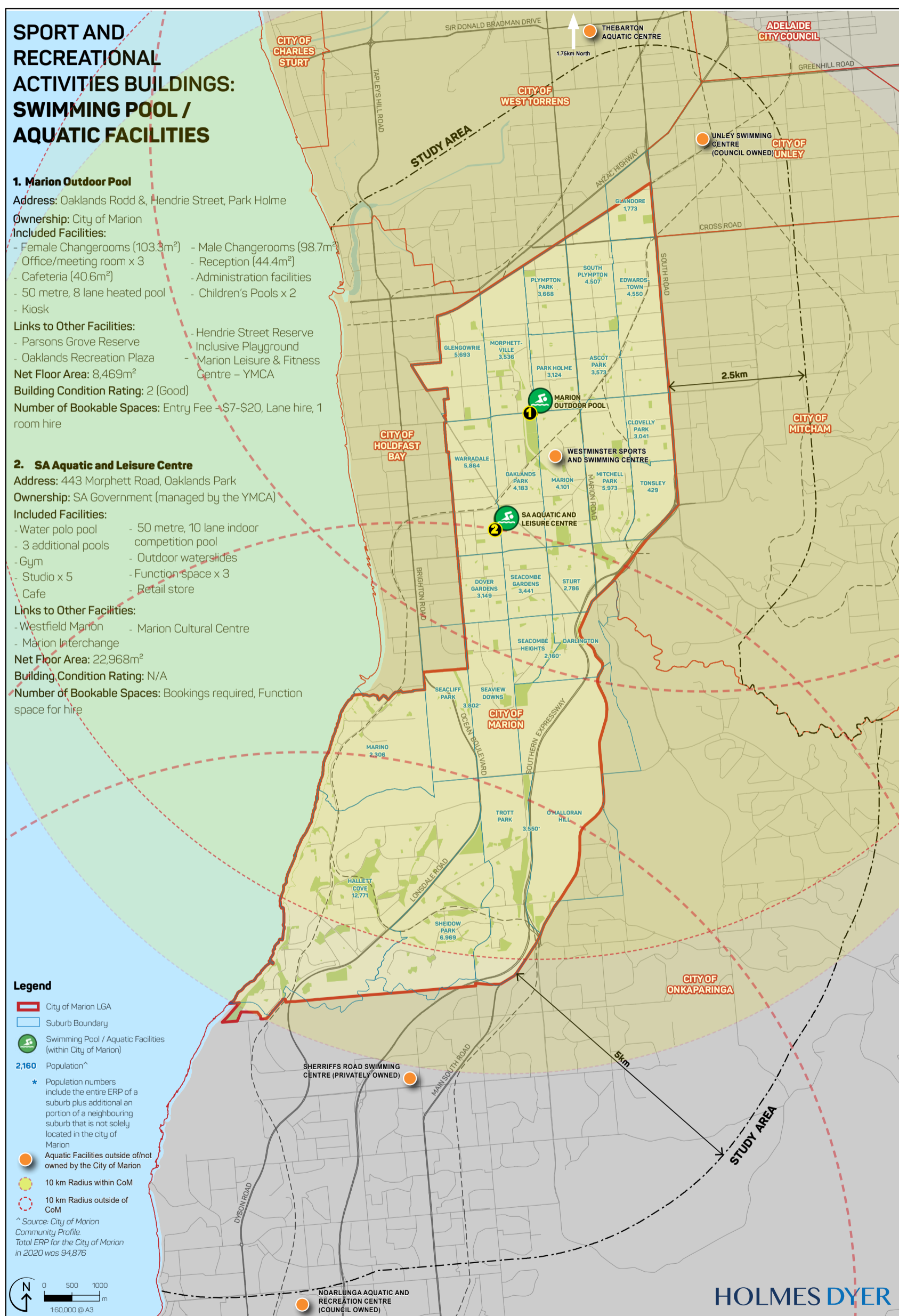
Image Source: CoM

## SA Aquatic and Leisure Centre

Relevant to Marion, the SA Aquatic and Leisure Centre opened in 2011 and conforms to the standards of the international swimming body for international events, and provides year round aquatic facilities. It is due for its mid-life investment upgrade, which will likely cover asset repair, refresh, carpark upgrade, security access control system and additional training facilities as identified in the State Government Recreation Sport & Infrastructure Plan 2020-2040, with timing and funding yet to be confirmed. The facility is located next to the Marion Cultural Centre.



Image Source: Butterfields 2022



Benchmark Analysis

Facility Type	Definition	Human Services Planning Kit (SA) 1994	South East Queensland Social Planning Implementation Guidelines (QLD) 2007	Planning for Community Infrastructure in Growth Areas (VIC) 2008	Guidelines for Community Infrastructure (WA) 2020	City of Marion Existing Provision Benchmark  Current Population 94,879 - 2020
Aquatic Facilities	Indoor and /or outdoor facility generally including a 25m or 50m pool of 6-8 lanes. Local Government pools developed for recreational purposes including leisure water space in additional to formal lap swimming facilities.	No Benchmark Provided	No Benchmark Provided	1 District Level (25m pool) per 40,000-50,000 people	1:75,000 District Level 25 metre pool  1:150,000 Regional Level 50m lap pool and leisure water space at a 10km population catchment Due to cost and maintenance while some district facilities may be required, focus should be on regional facilities at 10km catchments	2 Regional Level Facilities that serve the entire Marion community and surround Council catchments.

Conclusions

The City of Marion is well served with aquatic facilities, with the recent upgrade to the Marion Leisure Centre and SA Aquatic Centre, the Marion community have access to two full regional level facilities, that have both formal swimming and leisure activities. However, asset maintenance and renewal funding for aquatic facilities is critical, to maintain this investment and meet all relevant standards for safety, which will require ongoing funding investment across the CoMPAS timeline.

As referenced in the State Government Sport & Recreation Infrastructure Plan 2020-2040 is due for its mid-life investment upgrade, which will likely cover asset repair, refresh, carpark upgrade, security access control system and additional training facilities. Currently Council has made significant investment to the replacement of the water boiler from gas to electric. Advocacy by City of Marion for the mid- life investment funding to maintain the contemporary nature and attractiveness for recreation and major events in the next ten years should be a priority.



Marion Outdoor Pool

Key Recommendations

- SR-AC-1

City of Marion advocate to State Government to allocate funding for the mid-life renewal upgrade of the SA Aquatic Centre as referenced in the Office of Recreation, Sport & Racing Infrastructure Plan 2020-2040.
- SR-AC-2

Complete an audit and identified renewal as required for the outdoor pools at the Marion Outdoor Pool.

# Administration and Operations Buildings



## Strategic Alignment

The City of Marion Strategic Plan 2019-2029 sets out a vision for a Council of Excellence underpinned by four values including respect for community, valuing achievement, acting with integrity and an innovative business. Decisions around the future direction for the administration and operations buildings across the next decade will be a major contributor to delivery against these themes, that has the potential to deliver improved customer connection and position Marion as an employer of choice.

## Workplace Trends

- Covid-19 has seen the widespread acceptance of hybrid working; however, the office is far from dead. The transition towards a hybrid model has seen the physical configuration and experience within the office changing, with a movement away from most of the floor area being taken up with individual desks to an increasing focus on connection and collaboration spaces.
- The quality of a workplace environment in the highly competitive labour market contributes to the attraction and retention of quality staff and positioning of an organisation as an employer of choice.
- Several re-build or major upgrades of local government administration buildings both in South Australia and nationally in the last decade have adopted the community hub model of bringing the community and staff together into a shared environment as a way to bring staff closer to the community.
- Commitment to staff wellbeing with a focus on ventilation, access to light, incorporation of plants, touchless access controls and indoor/outdoor work environments.

- Over the last decade there have been several Council administration buildings who have adopted a version of the activity based working model, with three examples operating at Cardenia Shire (Vic), City of Casey (Vic) and City of Salisbury (SA). The adoption of this model is driven by both a culture shift to breakdown silos and a building area efficiency.
- An administration project is much more than an architectural exercise, it requires a co-design approach to involve staff in the outcomes supported by change management. A major office re-fit is often an opportunity to introduce other organisational improvements to drive cultural change, i.e. paper reduction with new facilities seeing more than 70% savings.

### Case Study - City of Casey Bunjil Place (Vic)

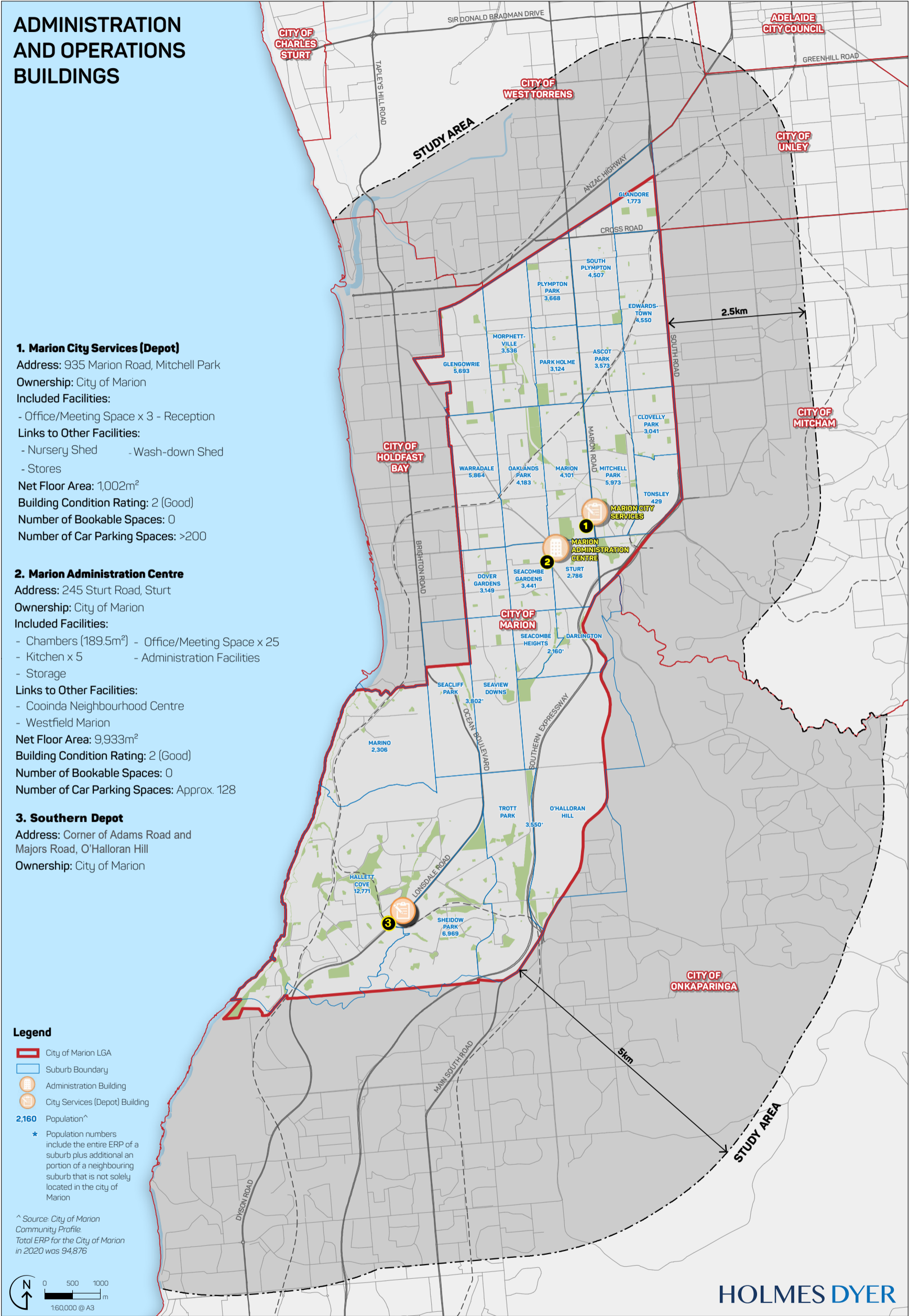


Image Source: City of Casey, 2022



Image Source: City of Casey, 2022

Major new Civic Investment incorporating a Regional Theatre, Studio, Art Gallery, Function Centre, Community library, Activated Community Plaza and Civic Centre and Council Office for 580 staff based on Activity Based Working Principles with an occupancy ratio of 0.8



1174-004a R1 > 25/01/2022

Interpretation note: Circles are scaled proportionally to represent the size of various spaces/uses within a specific facility compared to one another. Areas were determined based on CoM provided floor plans.

Marion City Services GFA  
1188 m<sup>2</sup>



Office and Meeting Space  
1000 m<sup>2</sup>

Administration  
88 m<sup>2</sup>

Marion City Services

This depot, customer service and staff work environment delivered in 2015 incorporates examples of a contemporary work model and fit-out producing a high-quality facility. Buildings typically require refresh funding approximately every 20 years, which is outside the timeframe of CoMPAS.

A secondary depot is located on the corner of Adams Road and Majors Road, O'Halloran Hill. The Southern Depot is owned by the City of Marion with a leasing arrangement for a small portion of land owned by the Metropolitan Fire Service. Currently all buildings located on the site are transportable or non-permanent structures. The site has material bays and bins for different hazardous materials.

Marion Administration Centre  
GFA 1728m<sup>2</sup>



Open Work Space 1100m<sup>2</sup>

Office and Meeting Space 895m<sup>2</sup>

Marion Administration Centre

The existing administration centre at 245 Sturt Road was built in 1989. While structurally sound with a further 30 years of useful asset life, it is overdue for a major mid-life renewal to office space and Council Chamber to update the fittings and finishes and adjust the internal configuration, design and layout to align with contemporary workplace standards. This will likely be characterised by less individual desks increased meeting, social and collaboration spaces with a focus on valuing nature.

	SA Government Fit-Out Standards 2014	Uni SA Workplace Space Guidelines 2020	City of Salisbury (SA) ABW Design 2015
Staff Number	Scalable	Scalable	243
Space per person in m2 including (collaboration, support and circulation spaces)	12m2 per person	12m2 per person	11.6m2 per person
Maximum % of workforce in enclosed office	10%	10%	Less than 1%
Occupancy Ratio	No occupancy ratio identified (noting space guidelines following Covid-19 and Hybrid Working currently under review)	1.0 (noting space guidelines following Covid-19 and Hybrid Working currently under review)	0.8 (to allow for future workforce growth) Noting that utilisation study when designing the hub identified 0.65 actual ratio.
Space Breakdown	35% Individual Focus 65% Alternative Work Settings/ Circulation/Amenities	35% Individual Focus 65% Alternative Work Settings/ Circulation/Amenities	32% Individual Focus Desks/Offices 67% Alternative Work Settings/ Circulation/Amenities

Conclusion

Local Government has a high proportion of part time workers, and home/office policies leading to a real occupancy rate for office environments across a number of local government organisations of between 0.6 and 0.7.

A commonly used office design benchmark is the South Australian Government Fit-out Standards developed by the Department of Infrastructure and Transport with a guide of 12m2 per person (incorporating interactive, support and circulation spaces) with less than 10% of persons in an enclosed office. These guidelines are dated, last published in 2014, and do not respond to the current trends and Covid-19 impacts. They are currently in the process of being reviewed, and any outcomes of this review should be one of the benchmark considerations in future workplace proposals.

These government standards are generally aligned with space management and planning guidelines used in major tertiary environments. Typically, open plan office space is a mandatory requirement in all new buildings and major fit outs, with increased parts of the floor area utilised for active collaboration, social spaces and quiet rooms where open plan office staff can use for reflective individual work.

Any office benchmark standard, while useful for high level space planning and budgeting, needs to be analysed and adjusted to respond to any individual organisation work activities. Prior to any major fit-out, it would be recommended that a space utilisation study be undertaken to understand the current desk and meeting room office utilisation patterns of the current workforce.

The success of an administration refit project requires investment into fit-out and technology upgrades (hardware and software). A project will be a driver for broader organisational change agendas and a co-design and change management focus involving staff transition into a new work environment will be critical to success.

Key Recommendations

- AO-1
- Deliver a staged internal upgrade of the Marion Administration Centre considerate of opportunities for improved space utilisation,delivery of a contemporary work environment for staff, including the associated change management initiatives to meet the organisations strategic objectives.

# Buildings Leased to Commercial Enterprises



## Strategic Alignment

The City of Marion holds several commercial facility operations and assets within its building portfolio. Commercial Operations are not core business operation for Council and as a result are not subject to standard benchmark or service level standards. A decision to proceed or stop this service offering would be made by the commercial operation profitability, level of ongoing investment required, existing lease terms and Council's overall risk appetite.

## Trends

There is an increasing trend for Local Government to undertake commercial activities to generate additional income, in response to rising community expectations, constricted funding availability and the need to do more with less.

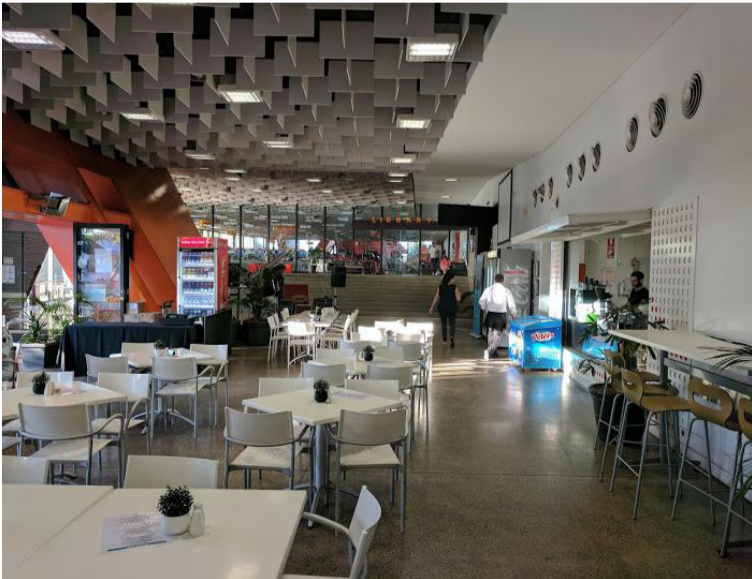
Commercial activities can take the form of cafes within community buildings, delivering services on a user-pay basis, privatising planning and building certification, commercial lease of Council facilities, sale of surplus land for commercial property outcomes acting as the developer, shared equity arrangements and community service operations such as kindergartens that are a fee-paying service that competes against commercial offerings.

## Risk Management

All commercial operations should be driven by a business case with a clear governance structure that provides clearly documented differentiates between the commercial operations and the statutory core services provided by Council. A business case would typically include, but not be limited to forecast profit, resourcing allocations and risk management. There are critical probity requirements that must be met around commercial operations. Any decision to continue or close one of the City of Marion's commercial operations should be informed by its performance against the adopted business case, balanced against the risk appetite of Council and compliance with the internal audit processes.

## Partnerships

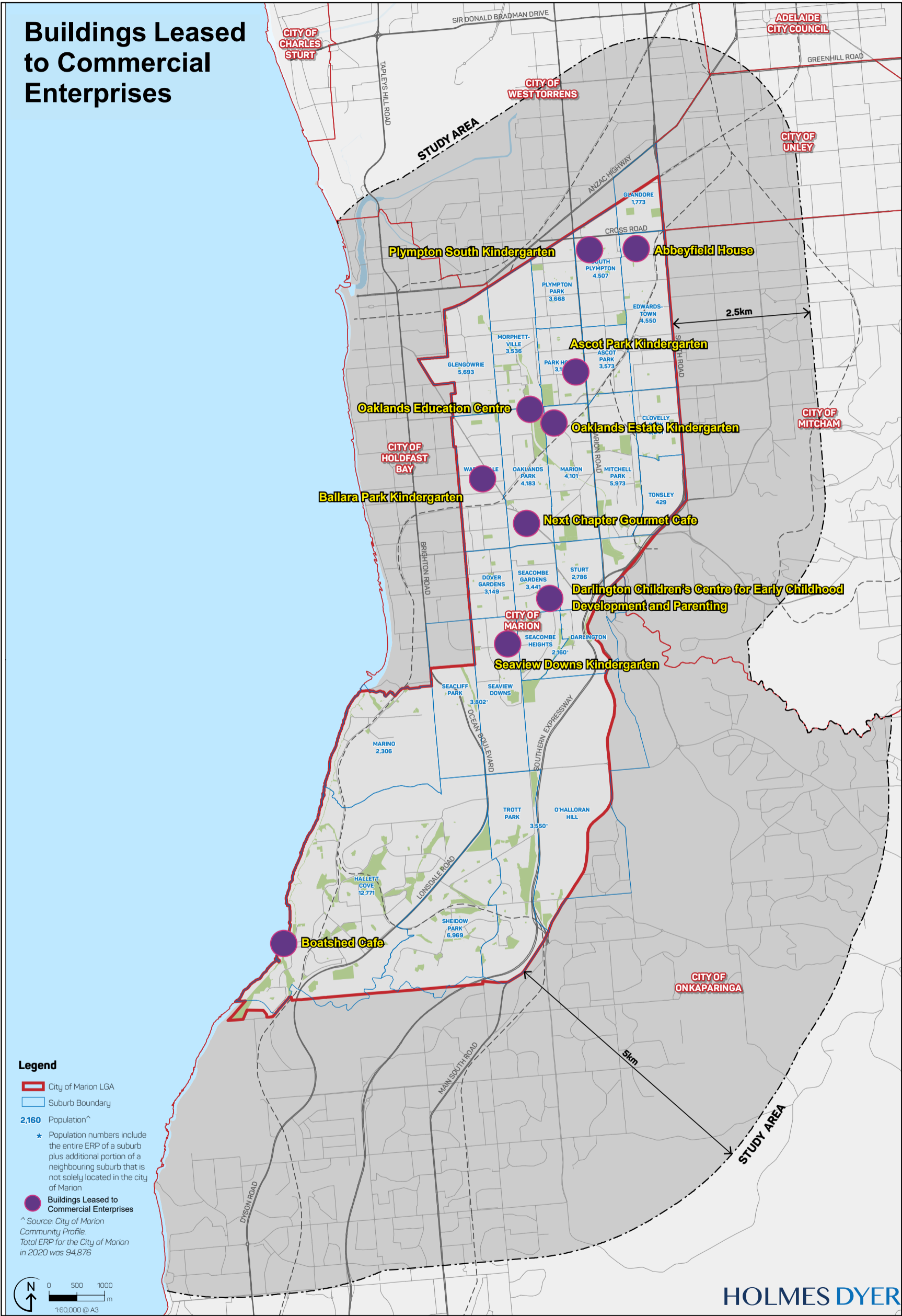
The Oaklands Future Education Centre is an example of a shared use commercial facility that is delivered in partnership with Flinders University.



Marion Cultural Centre Cafe



Boatshed Cafe Hallett Cove





Commercial Cafe's

The City of Marion own two facilities in which commercial cafe operate, the Boatshed at Hallett Cove and the Cafe within the Marion Cultural Centre. Cafe operations provide potential for revenue return but also critical activation and placemaking contribution to the precinct in which they are located.

Abbeyfield House

Abbeyfield House is a City of Marion building managed by a not-for-profit charitable entity. It acts as community accommodation for 10 adults with mild intellectual disabilities. Residents at the house are assisted by family, friends or careers but ultimately live independently. Programs at the house are run by a volunteers weekly. Marion lease the land to Abbeyfield House.

Oaklands Future Education Centre

Oaklands Education Centre houses this use is a hired modular building that is not owned by Council, but is part of an annual agreement with the university. The ongoing operation of this facility, under a partnership agreement would be recommended to continue, while there is a demonstrated need but given the building is hired, no significant capital investment has been considered as part of CoMPAS.

Kindergartens in Marion

There are a number of Kindergartens in the Council that are operated out of a Council owned facility. Most of these buildings are small purpose built that have been fitted out for commercial use by a childcare provider. Long term agreements between Local Government Areas and not-for-profit childcare providers is a critical means for meeting service demands.

Key Recommendations

- CE-1 If a commercial facility is identified as no longer profitable, prior to asset disposal consideration should be given to if the facility building and geographical location could be re-purposed with reinvestment to meet an identified facility gap outlined within CoMPAS.
- CE-2 Review existing agreements for all other commercial operations and assess against the strategic outcomes set out in the Strategic Plan 2019-2029 and CoMPAS Guiding Principles to determine future for facility and land holdings as part of the City of Marion Asset Portfolio.
- CE-3 Continue to operate the kindergarten facilities, while profitable under current agreements, retention of the land holdings and flexibility of lease terms should be considered to support re purpose to meet community demand outside the 10 year CoMPAS timeframe as a land bank strategy to support future growth.
- CE-4 Advocate with Flinders University for the continuation of the current joint service provision at the Oaklands Future Education Centre.

# City Wide Asset Recommendations

Across all asset typologies, except for the commercial operations, there are a number of key recommendations that the City of Marion should consider allocating funds as part of the CoMPAS implementation plan to respond to changing community expectations, facility trends and to maximise the operational efficiencies of the network of facility assets.

## Key Recommendations

- CW-1 Develop a facility signage, branding and wayfinding strategy, addressing both internal and external signage across all facility asset typologies across the first five years. Consider precinct wayfinding to promote walkability and connection between facilities where in close proximity.
- CW-2 Commit an AV/IT upgrade budget to be allocated within the CoMPAS program to be used to upgrade the AV and technology within existing facilities to respond to community and hire agency expectations for technology specifications, focussed on Electronic Security (Swipe Card Building Access), Bring Your Own Device (BYOD), video conference & digital presentation capability.
- CW-3 Commit to a sustainability upgrade budget to be allocated each year of the CoMPAS program to be used to invest in sustainability initiatives including, but not limited to, solar panels, electric vehicle charging stations etc.
- CW-4 Complete roll-out of the online booking system for facilities to increase the awareness of the range of different room and facility opportunities that exist over the City of Marion portfolio and improved utilisation of these spaces and efficient management via an online platform.
- CW-5 Develop a Furniture Fittings Equipment (FFE) /Audio Visual refurbishment standard specification and facility hierarchy to improve consistency and equity in asset renewal and maintenance works and ensure selections are interchangeable and future proofed, as much as practicable.



# Implementing, Monitoring & Updating

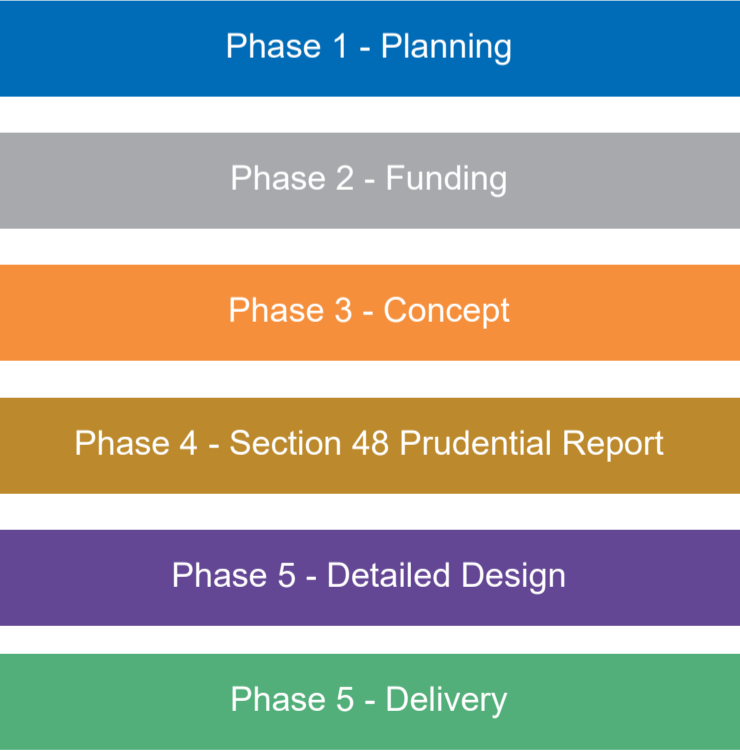
The City of Marion Property Asset Strategy (CoMPAS) does not seek to make the final decision to proceed with any action or project identified in this strategy; this document's role is rather to identify strategic priorities that meet set benchmark criteria, across all asset typologies to identify complementary opportunities, and set out a program for further business case or investigations to inform a final decision on any individual project, facility relocation or property acquisition.

CoMPAS is the overarching strategic document that provides the City-Wide context from which any individual site decision can be made understanding the overall pipeline of projects and any spatial or demographic implications of this decision. Any potential project identified in CoMPAS and its associated implementation plan remains hypothetical until project feasibility and budget allocation is complete and Council makes a decision to proceed, including undertaking any community engagement required to inform the final decision to proceed by Council at a designated 'stop/go' decision point in the project process.

## Project Decision Gates

For recommendations there are a number of set decision gates involving feasibility, funding, procurement, design, delivery and handover which typically occur over multiple financial years. For the purpose of the implementation plan program, the below common decision gates and anticipated timelines have been adopted to align with the City of Marion process to inform the timing within the implementation plan.

City of Marion's Major Project Methodology Phases are reflected below, noting that there are decision gateways to proceed as part of each Phase and that the timing for each phase is dependent on individual project complexity and funding availability. Community consultation is also essential.



## Implementation Plan

The separate CoMPAS Implementation Plan sets out the high level program for the delivery of the key recommendations within CoMPAS to directly inform resource planning, internal Business Plans, Annual Plan budgets and the Long Term Financial Plan.

Importantly, the Implementation Plan assumes that regular maintenance funding for 'business as usual' operations, safety and compliance audits continues as part of standard asset management approaches. These standard operational costs are not specifically detailed within the implementation plan which is linked to projects and strategic investigations that are outside business as usual.

The Implementation Plan identifies known projects of Council and hurdles for known projects. The Implementation Plan is categorized into either a:

- 1. **Strategic Recommendation** – Relate to a strategic investigation, major capital, minor capital, renewal, partnership/grant opportunity or property investigation project recommended to be delivered within the CoMPAS delivery timeline.
- 2. **Business as Usual** – Existing planned asset renewal and upgrade funding budgeted as part of the regular budget cycle to maintain baseline operations and meet asset renewal thresholds.

Review Process

The CoMPAS is a point-in-time output. To ensure the currency of the document and quality of the information informing Council's Long Term Financial Plan and Asset Management Plans it is recommended that the Implementation Plan be reviewed every year, to update and agree the next 12-month specific actions required.

- It is recommended that a major four-year review of CoMPAS be undertaken with each new Council to update the underlying assumption including re-engagement with key stakeholders.
- An interim update may be required, should strategic investigations or major direction changes be identified that require the re-casting of the project priorities order.
- Flexibility has been purposely built into the CoMPAS Implementation Plan to allow Council to make informed future adjustments to align project delivery timing, including;
- Changes to Council's strategic agenda
- Outcome of complete feasibilities to proceed or abandon any identified projects
- Community feedback
- Partnership opportunities
- New technical information that may become available, including changing standards
- Any new funding or grant opportunities that may be identified, including land acquisition opportunities
- Opportunities that may arise from changes to the State or Federal Government strategic agenda.

External Timing Factors

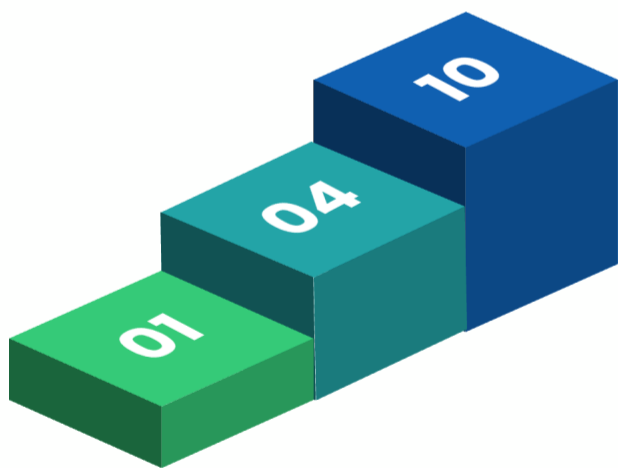
Outside the timing factors that Council can directly control, there are other external factors that will influence the timing of the delivery and reviews of the CoMPAS implementation plan, most notably

- State Government Grant and Partnership Opportunities around the Torrens 2 Darlington City Shaping Program
- Future investment decisions by neighbouring Councils, specifically where facility duplication and/or partnership opportunities may arise to fill a service or facility gap identified for the benefit of the City of Marion community.

Government Election Cycles

- Local Government Election and Caretaker Cycles – September – November 2022, 2026, 2030 and individual priorities of the elected Council at the time.
- State Election March 2026 and 2030
- Federal Election Cycle, approximately 2026 if full term served

CoMPAS REVIEW TIMELINES



10 Yearly – Complete Review of CoMPAS

It is anticipated that every 10 years a complete review and update of CoMPAS will be required to retain currency and respond to changing benchmarks, capture new trends and community expectations.

4 Yearly – Strategic Plan Alignment

Every four years, aligned with the Local Government Election cycle and new Council adoption of their strategic plan priorities CoMPAS the existing document key recommendations and assumptions should be reviewed and updated to ensure currency.

Annually – Update of Implementation Plan

Annually, the implementation plan should be updated by City of Marion to outline the specific actions required to be completed in the next 12-months as part of the Annual Plan process, to ensure any required funding and resources are allocated to achieve the identified actions.



# CITY OF MARION PROPERTY ASSET STRATEGY (COMPAS) IMPLEMENTATION PLAN 2022-2032



Last Revised **DRAFT FOR COUNCIL REVIEW 05 August 2022** – Due for update {12 months after}

CoMPAS Code Reference	Focus Area	Building Asset Category	Key Recommendation	Preliminary Project Cost Estimates (Excludes External Funding)	Preliminary Total Project Estimates (Includes External Funding)	Preliminary indicative Council expenditure by financial year (excludes external funding), with coloured boxes suggesting resource/delivery years for organisational planning									
						Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10
						2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
CSB-LIB-1	Strategic Recommendation	Community Services Buildings – Libraries	Upgrade the external plaza at the Marion Cultural Centre	\$1,285,000	\$3,400,000	\$642,500	\$642,500								
CSB-LIB-2	Strategic Recommendation	Community Services Buildings – Libraries	Provide funding for future focussed internal fit-out changes, to the existing libraries, to support emerging markets, inclusive of small business, education and private/casual utilisation	\$600,000	\$600,000			\$300,000	\$300,000						
CSB-LIB-3	Strategic Recommendation	Community Services Buildings – Libraries	Deliver a staged internal and external improvement program to Park Holme Library to improve functionality, comfort, aesthetics and create a welcoming sense of arrival	\$300,000	\$300,000		\$300,000								
CSB-LIB-4	Strategic Recommendation	Community Services Buildings – Libraries	Identify a site in the north of the City for a future community facility to respond to future demand and geographic service gap through a strategic site acquisition strategy	\$12,000,000	\$12,000,000									\$6,000,000	\$6,000,000
CSB-LIB-5	Strategic Recommendation	Community Services Buildings – Libraries	Investigate and seek collaboration partnerships and grant funding opportunities for delivery of a north community hub/ multi-purpose library in the long term												
CSB-NCCH-1	Business As Usual	Community Services Buildings – Neighbourhood Centres & Community Halls	Identify the unique facility offerings, differentiation, hierarchy, management model, program and services for the network of Community Halls												
CSB-NCCH-2	Strategic Recommendation	Community Services Buildings – Neighbourhood Centres & Community Halls	Explore options in the Southern Region of Neighbourhood Centre needs to improve exposure and accessibility												
CSB-NCCH-3	Strategic Recommendation	Community Services Buildings – Neighbourhood Centres & Community Halls	Dispose or re-purpose the old Mitchell Park Neighbourhood Centre building following relocation in 2022												
CSB-NCCH-4	Strategic Recommendation	Community Services Buildings – Neighbourhood Centres & Community Halls	Complete the expansion of the Marino Community Hall, and include consideration in facility design of spaces that could support outreach services and programs for this section of the Marion community without access to a Neighbourhood Centre	\$3,000,000	\$6,000,000	\$1,000,000	\$2,000,000								
CSB-NCCH-5	Strategic Recommendation	Community Services Buildings – Neighbourhood Centres & Community Halls	Address the community facility floor area deficit by providing an additional 267m2 of floor area by Year 10												
CSB-NCCH-6	Strategic Recommendation	Community Services Buildings – Neighbourhood Centres & Community Halls	Explore improved functionality of Cosgrove Hall, specifically the provision of AV and acoustic infrastructure and improved indoor/outdoor event connectivity for more than 500 people. Explore grant funding and land acquisition opportunities as part of the South Road Upgrade Works for additional parking to support events	\$1,000,000	\$1,000,000			\$1,000,000							
CS-CPAH-1	Business as Usual	Community Services Buildings – Cultural Performing Arts / Heritage	Allocate funding to deliver an improvement program to Marion Cultural Centre (Domain Theatre and Gallery) to maintain existing facility hierarchy within the broader regional network	\$500,000	\$500,000				\$250,000		\$250,000				
SR-IF-1	Strategic Recommendation	Sporting Recreation – Indoor Facilities	Deliver a two-court expansion with improved entrance, seating and change rooms at the Marion Basketball Stadium	\$5,000,000	\$5,000,000		\$2,500,000	\$2,500,000							
SR-IF-2	Strategic Recommendation	Sporting Recreation – Indoor Facilities	Deliver a significant redevelopment of the Marion Leisure & Fitness Centre, incorporating 4-6 courts, shared gymnastics space and community space with a focus on youth	\$16,000,000	\$16,000,000					\$8,000,000	\$8,000,000				
SR-IF-3	Strategic Recommendation	Sporting Recreation – Indoor Facilities	Develop a precinct plan to improve walking connectivity and wayfinding connections between the Marion Outdoor Pool, Oaklands Wetland Reserve and Marion Leisure Centre, including linking the three facilities through an outdoor fitness loop.												
SR-IF-4	Strategic Recommendation	Sporting Recreation – Indoor Facilities	Prepare a Precinct Plan to identify a potential site in the Southern Region for a future regional indoor recreation in the long term when demand is identified	\$12,000,000	\$12,000,000							\$6,000,000	\$6,000,000		
SR-IF-5	Strategic Recommendation	Sporting Recreation – Indoor Facilities	Support the private development of the Marion Arena with the delivery of carparking improvements	\$1,000,000	\$1,000,000		\$1,000,000								
SR-SC-1	Business as Usual	Sporting Recreation – Sports Clubrooms	Develop a sport & recreation strategy to include clubroom facility hierarchy and service levels document to provide guidance on equitable future facility upgrades and renewal in consultation with sporting clubs for all sports												
SR-SC-2	Strategic Recommendation	Sporting Recreation – Sports Clubrooms	Complete the delivery of the Stage 1 Cove Club Building	\$3,250,000	\$5,750,000	\$1,000,000	\$2,250,000								
SR-SC-3	Strategic Recommendation	Sporting Recreation – Sports Clubrooms	Complete the delivery of the Stage 2 Cove Club Building	\$12,000,000	\$12,000,000			\$6,000,000	\$6,000,000						
SR-SC-4	Strategic Recommendation	Sporting Recreation – Sports Clubrooms	Complete a Precinct Plan for Glandore Oval and delivery of the rebuild	\$1,000,000	\$6,000,000				\$1,000,000						
SR-GC-1	Strategic Recommendation	Sporting Recreation – Golf Clubs	Upgrade the clubhouse facilities to contemporary standards, to support both increased membership and social recreation, including investigation of a range of partnership opportunities with commercial operators	\$3,300,000	\$3,500,000	\$50,000	\$2,600,000	\$650,000							
SR-GC-2	Strategic Recommendation	Sporting Recreation – Golf Clubs	Work with the immediately adjacent Seacliff Village developer on connectivity opportunities												



CITY OF MARION PROPERTY ASSET STRATEGY (COMPAS)  
IMPLEMENTATION PLAN 2022-2032

CoMPAS Code Reference	Focus Area	Building Asset Category	Key Recommendation	Preliminary Project Cost Estimates (Excludes External Funding)	Preliminary Total Project Estimates (Includes External Funding)	Preliminary indicative Council expenditure by financial year (excludes external funding), with coloured boxes suggesting resource/delivery years for organisational planning									
						Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10
						2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
SR-AC-1	Strategic Recommendation	Sporting Recreation – Aquatic Centres	City of Marion advocates to State Government to allocate funding for the mid-life renewal upgrade of the SA Aquatic Centre as referenced in the Office of Recreation, Sport & Racing Infrastructure Plan 2020-2040												
SR-AC-2	Business as Usual	Sporting Recreation – Aquatic Centres	Complete an audit and identified renewal as required for the outdoor pools at the Marion Outdoor Pool	\$2,000,000	\$2,000,000					\$1,000,000	\$1,000,000				
AO-1	Strategic Recommendation	Administration Offices	Deliver a staged internal upgrade of the Marion Administration Centre considerate of opportunities for space utilisation, delivery of a contemporary work environment for staff, including the associated change management initiatives to meet the organisations strategic objectives	\$4,500,000	\$4,500,000		\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000				
CE-1	Business as Usual	Commercial Enterprises	If a commercial facility is identified as no longer profitable, prior to asset disposal consideration should be given to if the facility building and geographical location could be re-purposed with reinvestment to meet an identified facility gap outlined within CoMPAS												
CE-2	Business as Usual	Commercial Enterprises	Review existing agreements for all other commercial operations and assess against the strategic outcomes set out in the Strategic Plan 2019- 2027 and CoMPAS Guiding Principles to determine future for facility and land holdings as part of the City of Marion Asset Portfolio.												
CE-3	Business as Usual	Commercial Enterprises	Continue to operate the kindergarten facilities, while profitable under current agreements, retention of the land holdings and flexibility of lease terms should be considered for repurpose to meet community demand outside the 10-year CoMPAS timeframe as a land bank strategy to support future growth												
CE-4	Strategic Recommendation	Commercial Enterprises	Advocate with Flinders University for the continuation of the current joint service provision at the Oaklands Future Education Centre												
CW-1	Business as Usual	City Wide	Develop a facility signage, branding and wayfinding plan, addressing both internal and external signage across all facility asset typologies across the first five years. Consider precinct wayfinding to promote walkability and connection between facilities when in close proximity	\$750,000	\$750,000		\$250,000	\$250,000	\$250,000						
CW-2	Business as Usual	City Wide	Commit an AV/IT upgrade budget to be allocated within the CoMPAS program to be used to upgrade the AV and technology within existing facilities to respond to community and hire agency expectations for technology specifications, focussed on Electronic Security (Swipe Card Building Access), BYOD (Bring your own device), video conference & digital presentation capability	\$2,000,000	\$2,000,000		\$500,000	\$500,000				\$500,000		\$500,000	
CW-3	Business as Usual	City Wide	Commit to a sustainability upgrade budget, to be allocated each year of the CoMPAS program to be used to invest in sustainability initiatives including, but not limited to solar panels, electrical vehicle charging etc.												
CW-4	Business as Usual	City Wide	Complete roll-out of the on-line booking system for facilities to increase the awareness of the range of different room and facility opportunities that exist over the City of Marion portfolio and improved utilisation of these spaces and efficient management via an online platform												
CW-5	Business as Usual	City Wide	Develop a Furniture, Fittings, Equipment (FFE) and Audio-Visual refurbishment standard specification and facility hierarchy to improve consistency and equity in asset renewal and maintenance works and ensure selections are interchangeable and future proofed, as much as practicable.												
Note regarding preliminary project cost estimates, these are high level long term financial planning only and subject to change as project scope & timing is confirmed, detailed cost estimates as part of project business cases will be critical to establish the project delivery funding required.				\$81,485,000	\$94,300,000	\$2,692,500	\$12,542,000	\$12,200,000	\$8,800,000	\$10,000,000	\$10,250,000	\$6,500,000	\$6,000,000	\$6,500,000	\$6,000,000