

Mitchell Park Sports and Community Club Redevelopment - Redevelopment Options

Originating Officer	Registered Architect, Strategic Projects - Birgit Stroeher
Corporate Manager	Manager City Activation - Greg Salmon
General Manager	General Manager City Development - Abby Dickson
Report Reference	GC190212F01

Confidential



Confidential Motion

That pursuant to Section 90(2) 3(b)(i) and (ii) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Abby Dickson, Tony Lines, Vincent Mifsud, Kate McKenzie, Greg Salmon, Birgit Stroeher, and Victoria Moritz, be excluded from the meeting as the Council receives and considers information relating to the report *Mitchell Park Sports and Community Club Redevelopment - Scoping Options*, upon the basis that the Council 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 relating to matters pertaining to commercial operations of a confidential nature, the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or prejudice the commercial position of the council.

REPORT OBJECTIVE

The purpose of this report is to present Council with and seek endorsement of multiple options for the redevelopment of the Mitchell Park Sports and Community Club.

The multiple options are aimed at improving the likelihood of attracting matching funding.

EXECUTIVE SUMMARY

The Mitchell Park Sports and Community Centre (MPSCC) redevelopment seeks to address Council's strategic priorities of delivering improved sport, recreational and community facilities and address the City's needs for indoor stadium facilities.

The report outlines that there are four options for the delivery of the MPSCC. Under each option, the redevelopment will comprise of multi-purpose sports and community club with the variable being the number of indoor courts to be delivered (i.e from no courts up to four courts). Each option details the projects costs and considers the economic sustainability of the redevelopment including the preferred financial and management model.

To deliver the redevelopment, Council will be required to borrow its funding contribution of up \$10 million (\$9.84 million), which has been provisioned within Council's long term plan. Should Council seek to deliver a complex with multiple indoor courts, a partnership arrangement will need to be sought with either the State or Federal Government together with a funding commitment of up to \$10 million. The options have been developed to maximise Council's opportunity to attract partnership funding.

The MPSCC seeks to deliver a multi-purpose complex that addresses the major shortfall in indoor recreational facilities in the southern Adelaide whilst provide the community with a facility that will adequately meet their social needs for years to come.

RECOMMENDATION

That Council:

- 1. Notes the Report.**
- 2. Commits to undertaking the redevelopment of the Mitchell Park Sports and Community Club, and neighbourhood centre facilities if 50% funding is committed for the total \$9 million budget subject to consideration and adoption of a revised Section 48 Prudential Report.**
- 3. Commits to undertaking the redevelopment of the Mitchell Park Sports and Community Club, 2 indoor multi-purpose courts and neighbourhood centre facilities if 50% funding is committed for the total \$15 million budget subject to consideration and adoption of a revised Section 48 Prudential Report.**
- 4. Commits to undertaking the redevelopment of the Mitchell Park Sports and Community Club, 3 indoor multi-purpose courts and neighbourhood centre facilities if 50% funding is committed for the total \$17.5 million budget subject to consideration and adoption of a revised Section 48 Prudential Report.**
- 5. Commits to undertaking the redevelopment of the Mitchell Park Sports and Community Club, 4 indoor multi-purpose courts and neighbourhood centre facilities if 50% funding is committed for the total \$20 million budget subject to consideration and adoption of a revised Section 48 Prudential Report.**
- 6. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, having been considered in confidence under Section 90(2) 3 (b)(i) and (ii) 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 for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2019.**

GENERAL ANALYSIS

BACKGROUND

The Mitchell Park Neighbourhood Centre operated by the City of Marion is highly valued by its users and an important community resource. However, the existing building itself is in a major need of upgrading and is not adequate for the community needs and as such an alternative building and site is required.

The existing building and sports infrastructure located at Mitchell Park Sports Club requires upgrading in the relatively near future and is important to a large number of organisations who would benefit from its upgrade. Enhancing the quality of the sports club building is justified due to the high level of use, forecast in population change and potential links to the Tonsley site and Flinders University.

The existing Marion basketball stadium is inadequate in size and design to meet the basic needs of basketball and it is not feasible to consider upgrading the facility due to its age and condition. The Aurecon facility report, provided by Basketball SA has indicated the facility has a limited operational lifespan of between 3-5 years and that it should be a critical priority for Basketball SA, Council and other key stakeholders to plan for an alternative or new facility within the Marion (southern) region. In March 2019 the

floor and supporting structure will be replaced which will have an anticipated life expectancy of 25 years however the remaining elements of the building are still experiencing aging issues..

Analysis shows that there is a major shortage of indoor recreation facilities in the Southern region of Adelaide and there is currently no indoor sport and recreation centre that meets the definition for a regional complex.

In recognition of the pressing community needs for sport, recreation and community infrastructure in April 2015 Council endorsed an indoor multi-purpose stadium and Mitchell Park Sports and Community Club upgrade as two significant strategic infrastructure priorities.

There is potential to establish the Mitchell Park Sports Ground with an integrated sports and community centre to provide a high quality regional level facility in partnership with user groups. A new indoor sports and community complex will not only address the high need for sport and recreation facilities in the southern region of metropolitan Adelaide but also assist all levels of government to meet set strategic objectives.

The preferred facility development option is for an integrated regional indoor multipurpose sports and community centre to be developed at Mitchell Park Sports and Community Club. The Mitchell Park location provides the greatest number of potential partners, economic and social benefits.

If a new complex is developed at Mitchell Park the initial list of potential stakeholders includes:

- City of Marion
- Basketball SA
- South Adelaide Basketball Club
- Step into Life Mitchell Park
- Ready Steady Go Kids - Marion
- Sacred Heart College
- Existing clubs and sports that use the Mitchell Park Sports and Community Club including;
- Mitchell Park Football Club
- Mitchell Park Netball Club
- Mitchell Park Rugby Club
- Mitchell Park Cricket Club
- The Dover Gardens Dog and Kennel Club
- The City of Marion Mitchell Park Neighbourhood Centre
- Wildcats Netball Club
- Korfbal South Australia
- Arista Marion Korfbal Club
- South Adelaide Volleyball Club
- Alpha Gymnastics

There is also potential to link with a number of schools, Flinders University, TAFE and the Tonsley redevelopment which neighbour the Mitchell Park Sports and Community Club complex.

At the 28 June 2016 meeting Council considered a detailed prudential management report (Attachment 3) for the project which included consideration of the projects costs, whole of life costs, project delivery and risk management, community needs analysis and strategic alignment. The initial concept design was approved in June 2016 (GC280616R07) with the intent of pursuing partnerships funding. The total project is estimated to cost in the order of \$19,750,000 with Council committed to contributing \$9,875,000 of its own capital resources to the upgrade and seeking an additional \$9,875,000 from external funding sources.

Council resolution

1. Consider the advice and feedback received from the Finance and Audit Committee on the draft Section 48 Prudential Report.

2. Consider and adopt the Section 48 Prudential Report as amended including the KPMG Report on the

Proposed Governance and Management Model and Financial Forecast and the Studio 9 design concept.

3. Authorise Council staff to finalise and submit a bid to the National Stronger Regions Fund (NSRF) Round 4 seeking \$9.875 million in Federal capital funding matching a \$9.875 million capital funding commitment by the City of Marion.

4. Endorse the capital funding commitment of up to \$9.875 million for the redevelopment of Mitchell Park Sports and Community Club, 4 indoor multi-purpose courts and neighbourhood centre facilities subject to the successful application for funding to the National Stronger Regions Fund.

5. Endorse the increased on-going operating, maintenance and renewal funding (i.e. Cash) requirement as identified in the Section 48 Prudential Report and note the impact to the City of Marion's adopted Long Term Financial Plan (LTFP) resulting from the additional funding requirement identified in the Section 48 report is forecast to be in the order of \$13.11 million over the 10 year term of the LTFP.

6. Commit to undertaking the redevelopment of the Mitchell Park Sports and Community Club, 4 indoor multi-purpose courts and neighbourhood centre facilities if matching funding is received from the National Stronger Regions Fund.

PARTNERSHIP FUNDING ATTRACTION

To date the following grant applications have been developed/submitted, however, have been unsuccessful in attracting partnership funding:

- The National Stronger Regions Fund (Federal Government program, which ceased after the 2016 Federal Election).
- The 2017/18 State Budget through the Office of Recreation, Sport and Racing.

In 2017 Council approached the State Government prior to the election seeking a funding commitment for the Mitchell Park project. Over the past six months, Council has also approached the Federal election candidates regarding potential funding commitments towards the project. Advocacy materials have been developed and provided to both Federal and State Government candidates.

There is strong interest in supporting the project because of the benefits it will provide to a large and diverse mix of user groups. Feedback has been provided that it will be difficult to attract \$9,875,000 in partnership funding.

At the 28 August 2018 General Council meeting the following Motion with Notice was passed:

- 1. Council endorses the Mayor and CEO to undertake best endeavours to seek external funding towards the redevelopment of the Mitchell Park Sports and Community Centre.*
- 2. Council notes should negotiations with potential funding partners propose alternative development solutions that these will be brought back to Council for consideration.*
- 3. This motion be reviewed by Council in January 2019.*

Feedback from lobbying efforts has identified a need to provide certainty around what a dollar amount of funding will deliver.

COST ESTIMATED OPTIONS

Seven redevelopment options have been developed at varying budget points to maximise Council's ability to attract funding. A review of the options costings and scope revision has resulted in four options for consideration for funding attraction:

Option 1

No indoor courts, accommodation for existing sporting clubs with a community centre. Anticipated total project cost \$9 million

Option 2

Two multi-purpose indoor courts, accommodation for existing sporting clubs with a community centre. Anticipated total project cost \$15 million

Option 3

Three multi-purpose indoor courts, accommodation for existing sporting clubs with a community centre. Anticipated total project cost \$17.5 million

Option 4

Four multi-purpose indoor courts, accommodation for existing sporting clubs with a community centre. Anticipated total project cost \$20 million

The attached appendix from RLB Option Estimates (Attachment 1), outlines the costs for the seven options. We note that in the attached the four and three court costing includes for spectator seating. The removal of spectator seating and associated upper level viewing area could reduce the costs by up to \$2 million per option. You will note that the dollar amounts have been rounded down as the cost estimates were conservative.

It is recommended that Council endorse all of these options to maximise the opportunity to secure matching funding.

A revised Section 48 Prudential Report is required to be considered by Council's Finance and Audit Committee for feedback, and presented to Council for endorsement in the event that funding is successfully attracted for one of the options.

MANAGEMENT AND FINANCIAL MODEL

The attached KPMG report (Attachment 2) dated 5 May 2016 analyses the economic sustainability of the options where the variable is the number of courts. From this analysis, review by the Finance and Audit Committee and endorsement at a General Council meeting, the 4 court option was developed for the base management model the KPMG June 2016 report.

The KPMG report provides a high-level overview of financial considerations across options to provide high-level indication of estimated of operating revenues, operating expenditures, depreciation expenditure and funding (principal and interest). The options in this report include 3 courts, 4 courts, 6 courts, Community Centre with court development staged, Community Centre only as well as the do nothing option. In comparison the 3 options of 3 courts, 4 courts and 6 courts all return an operating surplus. The Community Centre only and Community Centre with staged development of courts would require an operating subsidy. However when depreciation is considered all options will require a subsidy from Council. As the number of courts increases the level of subsidy required will decrease. When considering 'whole of life costs', ongoing operation and maintenance costs are a key component of a sustainable and realistic cost sharing model. An effective cost sharing model will ensure assets service the community as intended, and are replaced at the end of their useful life. How these costs are distributed between facility users and council responsibilities will need to be clearly understood and complied with, regardless of the management arrangements. There are a number of options available to Council for the facilities ongoing operation. These include direct management by Council staff, management by a Committee of Management or subsidiary of Council contract management by an external professional management organisation, or licence to an external organisation. Separate leases over areas could be considered if the project progresses at the

Mitchell Park Site.

Council should note that the management model requires further review to test assumptions particularly concerning revenue. This will be included in the revised section 48 Prudential Management report.

Should Council resolve to proceed with the redevelopment, Council's intention is to borrow its contribution. Council has the capacity to borrow up to \$10 million (\$9.8 million) for this project as identified within Council's long term financial plan.

CONCLUSION

The Mitchell Park Sports and Community Centre redevelopment seeks to address Council's strategic priorities of delivering improved sport, recreational and community facilities and address the City's needs for indoor stadium facilities. The costed options have been developed to maximise Council's opportunities to attract partnership funding. Council must consider and adopt a revised Section 48 Prudential Review prior to commencing the project if funding is secured.

Attachment

#	Attachment	Type
1	Cost summary	PDF File
2	SCG100516R01 - Mitchell Park - KPMG report Appendix 4 FINAL	PDF File
3	MPSCC Draft Section 48 Report	PDF File

MITCHELL PARK SPORTS AND COMMUNITY CLUB MASTERPLAN

Option Estimates

Location Summary

Rates Current At January 2019

Location	Total Cost
O1 4 COURTS (BASE OPTION)	
O1A Demolition and Site Preparation	449,454.00
O1B Clubrooms	9,367,000.00
O1C Courts	7,565,000.00
O1D Carpark	1,709,505.00
O1E Escalation to completion Dec 2020	3,245,000.00
O1 - 4 COURTS (BASE OPTION)	\$22,335,959.00
O2 3 COURTS	
O2A Demolition and Site Preparation	449,454.00
O2B Clubrooms	9,367,000.00
O2C Courts	5,675,000.00
O2D Carpark	1,709,505.00
O2E Escalation to completion Nov 2020	2,755,000.00
O2 - 3 COURTS	\$19,955,959.00
O3 2 COURTS	
O3A Demolition and Site Preparation	449,454.00
O3B Clubrooms	8,982,000.00
O3C Courts	3,785,000.00
O3D Carpark	1,709,505.00
O3E Escalation to completion Oct 2020	2,350,000.00
O3 - 2 COURTS	\$17,275,959.00
O4 2 COURTS (NO SPECTATOR SEATING AND NO VIEWING AREA)	
O4A Demolition and Site Preparation	449,454.00
O4B Clubrooms	7,837,000.00
O4C Courts	3,785,000.00
O4D Carpark	1,424,745.00
O4E Escalation to completion Oct 2020	2,125,000.00
O4 - 2 COURTS (NO SPECTATOR SEATING AND NO VIEWING AREA)	\$15,621,199.00
O5 NO COURTS BUT FUTURE PROVISION FOR 4 COURTS	
O5A Demolition and Site Preparation	449,454.00
O5B Clubrooms	8,247,000.00
O5C Courts	Excl.
O5D Carpark	1,424,745.00
O5E Escalation to completion Sep 2020	1,560,000.00
O5 - NO COURTS BUT FUTURE PROVISION FOR 4 COURTS	\$11,681,199.00
O6 NO COURTS, NO FUTURE PROVISION	
O6A Demolition and Site Preparation	449,454.00
O6B Clubrooms	6,889,500.00
O6C Courts	Excl.
O6D Carpark	1,221,255.00

KPMG ENTERPRISE

City of Marion

Mitchell Park Re-
development Concept
Stage Options
consideration

5 May 2016



Report disclaimers

Inherent Limitations

This report has been prepared as outlined in the Scope section. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed. The findings in this report are based on a qualitative study and the reported results reflect a perception of the City of Marion but only to the extent of the information provided by the City of Marion nominated management and personnel. No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, the City of Marion's management and personnel consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report. KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form. The findings in this report have been formed on the above basis.

Third Party Reliance

This report is solely for the purpose set out in the Scope section and for the City of Marion's information, and is not to be used for any other purpose or distributed to any other party without KPMG's prior written consent. This report has been prepared at the request of the City of Marion in accordance with the executed contract. Other than our responsibility to the City of Marion, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party's sole responsibility.

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Tabulated options comparison

The following table provides information provided in the above report, in a tabulated format, for the purposes of ease of comparison.

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
	New Community Centre and four (4) indoor courts	New Community Centre and six (6) indoor courts	New Community Centre (initially no courts but allows for staged development)	New Community Centre (no capacity for future courts)	Do nothing	New Community Centre and three (3) indoor courts
Visitation per annum	420,193	550,417	159,745	159,745	n/a	355,081
Redevelopment of Community Centre	✓	✓	✓	✓	✗	✓
Resolves Norfolk Road basketball ageing facility issue	✓	✓	✓ (partial) (provides an option for future development)	✗	✗	✓ (meets major proportion of identified demand)
Potential partners (incl. capital contribution)	✓	✓	✓	✓	✗	✓
Building size (m ²)	12,226m ² (building footprint is substantial)	13,738m ² (has major impact on amenity of the site, building footprint is too large for the site, substantial impact for residents)	9,036m ² (configuration risks in relation to whether courts get constructed in the future)	9,036m ² Building re-oriented on site to provide optimum amenity	n/a	11,470m ² Three courts building could be repositioned to provide enhanced amenity for the existing clubs compared to 4 & 6 court options.
Traffic and car parking	Traffic impact on surrounding street network/car parking overflow to street (peak times)	Significant traffic and noise impact on residents surrounding street network/car parking, overflow to street (peak times)	Future traffic impact to be assessed	Moderate increase compared to current	No change from current (further decrease in patronage over time as facility condition declines)	Reduced traffic and car parking impact compared to four (or six) court option

Draft concept stage financials

The following table provides a high-level overview of financial considerations across the key options. The purpose of the concept stage financial is to provide high-level indication only, based on an estimate (at this concept stage) of (i) operating revenues, (ii) operating expenditures, (vi) depreciation expenditure and (iii) funding (principal and interest) and. This following financial information provides high-level guidance only. Please refer to notes for assumptions and further information.

		Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Notes		New Community Centre and four (4) indoor courts	New Community Centre and six (6) indoor courts	New Community Centre (initially no courts but allows for staged development)	New Community Centre (no capacity for future courts)	Do nothing (note-14)	New Community Centre and three (3) indoor courts
Financial considerations (concept design stage only)							
Approximate total design and construction costs		\$19.75 million	\$23.42 million	\$9.87 million	\$9.02 million	n/a	\$17.95 million
Marion contribution		\$9.875 million	\$13.42 million	\$4.94 million	\$4.51 million	n/a	\$8.975 million
Potential NSRF contribution		\$9.875 million	\$10 million	\$4.94 million	\$4.51 million	n/a	\$8.975 million
Revenue							
Court fees	2	\$877,199	\$1,315,798	n/a	n/a	n/a	\$657,899
Secondary spend	3	\$147,068	\$192,646	\$55,911	\$55,911	n/a	\$124,278
Function hire	4	\$26,000	\$26,000	\$26,000	\$26,000	n/a	\$26,000
Total revenue		\$1,050,266	\$1,534,444	\$81,911	\$81,911	n/a	\$808,177

	Notes	Option 1 New Community Centre and four (4) indoor courts	Option 2 New Community Centre and six (6) indoor courts	Option 3 New Community Centre (initially no courts but allows for staged development)	Option 4 New Community Centre (no capacity for future courts)	Option 5 Do nothing (note-14)	Option 6 New Community Centre and three (3) indoor courts
Expenditures							
Number of FTEs	5	5.0	6.0	0.8	0.8	n/a	3.0
Staffing cost	6	\$375,000	\$450,000	\$60,000	\$60,000	n/a	\$225,000
Utilities (power & water)	7	\$150,747	\$169,390	\$111,414	\$111,414	n/a	\$141,425
Marketing	8	\$16,808	\$22,017	\$6,390	\$6,390	n/a	\$14,203
Insurance	9	\$27,949	\$33,026	\$13,972	\$12,748	n/a	\$25,191
Repairs and maintenance	10	\$96,999	\$114,619	\$48,491	\$44,241	n/a	\$87,427
Other (security, cleaning, admin and waste)	11	\$70,000	\$70,000	\$40,000	\$40,000	n/a	\$70,000
Total expenditure		\$737,503	\$859,052	\$280,266	\$274,792	n/a	\$563,246
Total operating surplus/(deficit)		\$312,764	\$675,392	(\$198,356)	(\$192,881)	n/a	\$244,931
Capital renewal (depreciation)	12	(\$582,053)	(\$687,784)	(\$290,973)	(\$265,471)	n/a	(\$524,612)
Net funding surplus/(deficit) before borrowings		(\$269,290)	(\$12,392)	(\$489,329)	(\$458,352)	\$0	(\$279,681)
Interest repayments (1 st year)	13	\$411,181	\$558,759	\$205,535	\$187,840	n/a	\$373,613
Principle repayments (1 st year)	13	\$811,352	\$1,102,555	\$405,566	\$370,649	n/a	\$737,222
Net funding surplus/(deficit) – after renewal, interest & principal		(\$1,491,823)	(\$1,673,706)	(\$1,100,430)	(\$1,016,841)	n/a	(\$1,390,516)

Risks and assumptions

The information provided in this paper is based on the information provided to KPMG by City of Marion stakeholders. In addition, KPMG consulted with City of Marion stakeholders to workshop key assumptions and estimations. City of Marion provided CERM benchmark data which was utilised for the purposes of the financial considerations. Importantly, the financial considerations represent high-level estimates only commensurate with the concept design stage of the project. Financials should not be relied upon, and are subject to change as part of the subsequent design and financial forecasts, across capital, revenues and expenditures.

Notes/Source	
1	CERM estimated that there were 64 visits per square meter.
	365 days a year operation was assumed for the daily visitation.
	intraday visitation was assumed at 86% between 3pm and 11pm.
	CERM estimated that the annual direct court usage was 46 visits per square meter (non-spectators).
	Square meters calculated using the site plans issued by Studio Nine Architects and information included in “site visits” spreadsheet provided by the City of Marion.
	Costs obtained from report provided by the City of Marion.
	Option 4 was not fully costed in the report. The costs used were calculated by using option 3 less unnecessary construction costs as discussed with the City of Marion stakeholders.
	Assumes a maximum contribution by NSRF (50% up to \$10 million).
	Assumes the City of Marion take on the entire burden of the remaining cost.
2	Assumes a court fee of \$4.69 per visitor (direct users only) as estimated by CERM.
3	Assumes a secondary spend of \$0.35 per visitor (all visitors) as estimated by CERM.
4	Assumed function room usage of 1 function per week at a \$500 fee.
5	Approximation of Number of FTEs required as discussed with the City of Marion stakeholders.
6	Was estimated by the City of Marion stakeholders that FTE cost would be \$75,000 per annum including on-costs.
7	Utilities calculated on a square meter basis using CERM estimate (power \$11/m ² , water \$1.33/m ²).
8	Marketing costed at \$0.04 per visitor using CERM estimates.
9	Insurance costed at 0.14407% of total capital cost based COM insurance schedule
10	Repairs and Maintenance approximated at 0.5% of capital costs. This is based on a new building estimate within the first year only.
11	Other expenditures approximated at \$70,000 for facility with courts and \$40,000 without courts.
12	Assumes a full depreciation over 33.33 years.

Notes/Source	
13	A) Calculated at an interest rate of 4.25% with a term of 10 years paid at 6-monthly intervals. B) Only the first year's expenditure is included in the financials.
14	Option 5 – Financial information for the existing operations subject to further work based on actuals. This will information to be provided in detailed section 48 report.



Creating a Community Precinct for Mitchell Park and Surrounds

Section 48 Prudential Report

JUNE 2016

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Attachment 2	Background report, Functional design brief and drawings
Attachment 3	Detailed Cost Estimate
Attachment 4	KPMG proposed governance and financial forecast report
Attachment 5	Economic impact report
Attachment 6	Site visitation estimation
Attachment 7	Community Consultation Plan
Attachment 8	Risk assessment and assessment criteria
Attachment 9	Project Management Plan
Attachment 10	Procurement Plan

1. Summary

The following report has been prepared in accordance with Section 48 of the *Local Government Act* 1999 (the 'Act') which requires Council to consider a report addressing a number of prudential issues before engaging in a project where the expected capital cost of the project is likely to exceed \$4 million over the ensuing 5 years (refer to Attachment 1 for full details of Section 48).

The City of Marion is intending to redevelop Mitchell Park Sports Centre (Mitchell Park) site to create a new community precinct (the Project). The intention of the Project is to develop a precinct that will be a model project for inner city suburban living in South Australia, delivering broad economic and social benefits to the region.

The total project is estimated to cost up to \$19,752,890, with Council proposing to contribute \$9,876,445 of its own capital resources to the upgrade and seeking an additional \$9,876,445 from the Federal Government through a bid to Round 4 of the National Stronger Regions Fund (NSRF). It is anticipated that Council's bid must be submitted in July 2016.

The redevelopment has not yet received Development Approval under the Marion Council Development Plan. It is noted that proposed works are located in the Residential Zone that permits ongoing use of the site for its current use but the zone does not contemplate an indoor multi-purpose stadium.

Council is currently seeking Ministerial approval to undertake a Development Plan Amendment (DPA) seeking the rezoning of a number of the larger facilities to Community Zone/Recreation Policy Area. This zone and policy area more appropriately supports the forms of development envisaged for the facilities in question, in particular Mitchell Park.

The rezoning of the land to allow an indoor multi-purpose stadium is a high risk item of the project, notwithstanding the relative minor nature of the required zoning change.

The Project will also advance the economic development of the City of Marion area and provide wider economic impacts for the city, delivering tangible economic benefits to the community.

The Project has been the subject of extensive consultation and communication consistent with the City of Marion Community Consultation Policy, this process has also provided the community with the opportunity to influence the form of the Project.

Loan funded capital of \$10,000,000 for the Mitchell Park Project and a provision for the increase in operations, maintenance, renewal and borrowing costs will be incorporated into the City of Marion Long Term Financial Plan (LTFP) once the project is approved. This will total an average of \$1,300,000 in funding (ie. cash) per annum, reducing to \$66,000 after 10 years when the proposed borrowings have been repaid in full.

The currently adopted LTFP shows that Council has the funding (ie. cash) capacity to undertake the Project, without the need for any additional increases in council rates other than those already provided for in the LTFP.

The City of Marion has identified and mitigated risks associated with the Project, a Risk Management Plan has been established and maintenance of a risk register is recommended to ensure the Project is delivered to achieve Council's objectives.

The City of Marion has also identified appropriate arrangements for the procurement and delivery of the Project consistent with Council's Policy.

The City of Marion will adopt a new governance and management model for the upgraded facility which will ensure that the facility is well maintained and that Mitchell Park usage and visitation rates can grow.

The City of Marion has considered and addressed the prudential issues associated with the upgrade of Mitchell Park.

This report addresses these prudential issues in detail relating to the proposed Council contribution of \$9,876,445 of capital expenditure to this capital project as well as the required ongoing contribution of operational, maintenance and renewal expenditure to its ongoing operation.

Background

2.1 Context

The City of Marion provides a diverse range of sport and recreation facilities that collectively aim to support an active and connected community.

With the large number of sport and recreation facilities spread across the city there is a need to strategically plan for improvements and develop directions that will ensure facilities can appropriately respond to community needs in the future.

In reviewing its sporting infrastructure Council is considering options for the future provision of facilities across the city. Council's review has focused on identifying the highest sporting infrastructure needs of the community.

In 2012 the City of Marion commenced a process to redesign a spread of sport and community hubs across the city that would ideally cater for the community's needs for generations to come. As part of this process an original master plan was prepared for the Mitchell Park in 2012 -13.

The master planning process was aimed at redesigning the four major sports and community precincts across the city. However, there was no budget allocated to the four sports master plans beyond concept phase and fully funding the four master plans was beyond Council's financial capacity. In reviewing the master plans and sporting infrastructure Council focused on identifying the highest needs of the community with an intention of prioritising projects and developing deliverable concepts that could potentially be achieved in the short to medium term.

Subsequently in 2015 Council considered options for Sports Infrastructure and resolved the following:

April 14 2015

"Sports Infrastructure (Reference No: GC140415R02)

1. Endorsed investigations being undertaken with peak sporting bodies, relevant clubs, funding bodies and agencies to seek partnering opportunities for the development of plans and potential funding solutions for the following sports infrastructure:

- *Options for new soccer pitches and a BMX track in the South*
- *Indoor multipurpose Stadium 4-8 Court (SA regional standard)*
- *Edwardstown Masterplan*
- *Mitchell Park Sports and Community Club building upgrade*

2. Note that consultation plans will be brought to Council for consideration after initial investigations are undertaken with peak sporting bodies, relevant clubs and agencies.

3. That potential funding opportunities relevant to the above sports infrastructure be actively pursued as they arise."

2.2 Council commitment

Council has prioritised the upgrade of Mitchell Park as a project that is considered to be closely aligned to the vision, mission, goals and strategies identified within Council's Strategic Plan Towards 2040. The project will enable Council to deliver a range of enhanced services and provide additional facilities for the community. Furthermore, the Project supports or advances various regional, state and national priorities and targets.

To advance the project Council committed to the following resolutions:

December 8 2015

Multi- purpose indoor courts and Mitchell Park Masterplan;

"Report Reference: GC081215R05

1. Endorse the Mitchell Park and Community Club site as the preferred location for the development of multi-purpose indoor sports facilities and the integrated development of facilities for existing sporting clubs and dog club and the development of a community centre to replace the Mitchell Park Community Centre.
2. Endorse the Mitchell Park Sports and Community Club Architectural Brief for the development of a costed concept plan and authorise the calling of a select tender to engage architectural, civil engineering, services engineering, landscape architecture, geo-technical, contamination assessment and cost management services.
3. Endorse the preparation of a first stage concept plan for Council's consideration and subsequent establishment of a project financial target.
4. Approve funding of up to \$200,000 from the Asset Sustainability Reserve – Community Facilities Partnership Program for the engagement of specialist consultants required to develop a costed concept plan.
5. Note that the Chief Executive Officer will review resourcing required to develop the concept plan and the lodgement of the NSRF application and will allocate resources, inclusive of new resources, as required."

The Project

Analysis shows that there is a major shortage of indoor recreation facilities in the Southern region of Adelaide and there is currently no indoor sport and recreation centre that meets the definition for a regional complex.

The existing Marion basketball stadium is inadequate in size and design to meet the basic needs of basketball and it is not feasible to consider upgrading the facility due to its age and condition. The Aurecon facility report, provided by Basketball SA has indicated the facility has a limited operational lifespan of between 3-5 years and that it should be a critical priority for Basketball SA, Council and other key stakeholders to plan for an alternative or new facility within the Marion (southern) region.

The existing building and sports infrastructure located at Mitchell Park Sports Club requires upgrading in the relatively near future and is important to a large number of organisations who would benefit from its upgrade. Enhancing the quality of the sports club building is justified due to the high level of use, forecast in population change and potential links to the Tonsley site and Flinders University.

The Tonsley redevelopment site will involve:

- 850 dwellings and 1200 residents
- 6300 on-site jobs

Creating a community precinct for Mitchell Park and surrounds

- Potentially three Flinders University buildings and Tafe totally some 2 000 students on site per week day.

The Mitchell Park Neighbourhood Centre operated by the City of Marion is highly valued by its users and an important community resource. However, the existing building itself is in a major need of upgrading and is not adequate for the community needs and as such an alternative building and site is required.

There is potential to establish the Mitchell Park Sports Ground with an integrated sports and community centre to provide a high quality regional level facility in partnership with user groups. A new indoor sports and community complex will not only address the high need for sport and recreation facilities in the southern region of metropolitan Adelaide but also assist all levels of government to meet set strategic objectives such as;

- Driving economic growth through employment opportunities
- Increasing levels of participation in active sport and recreation
- Linking to other major infrastructure investment by Federal and State Government
- Supporting more stable and viable communities
- Increasing investment and build new partnerships
- Providing a viable and sustainable facility that provides for a broad range of community needs.
- Addressing the low Socio-Economic Indexes for Areas (SEIFA) index rating for the region with program initiatives.

The preferred facility development option is for an integrated regional indoor multipurpose sports and community centre to be developed at Mitchell Park Sports and Community Club. The Mitchell Park location provides the greatest number of potential partners, economic and social benefits.

If a new complex is developed at Mitchell Park the initial list of potential stakeholders includes;

- Basketball SA
- City of Marion
- South Adelaide Basketball Club
- Existing clubs and sports that use the Mitchell Park Sports and Community Club including;
 - Mitchell Park Football Club
 - Mitchell Park Netball Club
 - Mitchell Park Rugby Club
 - Mitchell Park Cricket Club
- The Dover Gardens Dog and Kennel Club
- The City of Marion Mitchell Park Neighbourhood Centre
- Wildcats Netball Club

There is also potential to link with a number of schools, Flinders University, TAFE and the Tonsley redevelopment which neighbour the Mitchell Park Sports and Community Club complex.

The following facility preferences are based on opportunities to maximise the potential use of facilities.

The 2012-2013 Council Masterplan process preferred facility option comprised of:

- New shared clubrooms to meet the needs of all user and utilising the open space areas and oval.
- New function/meeting spaces to accommodate the needs of the Mitchell Park Neighbourhood Centre and the broader community
- Offices and meeting areas
- Kitchen/Catering facilities
- Canteen
- Toilets and amenities
- Gymnasium
- Retain the main oval
- New concept design for the open space areas and car parking at the southern end of the complex
 - Accommodating the needs of the Dog Club
 - Community Recreation spaces
 - Play space
- A building design that integrates into the broader planning and development of the site and its surrounds.
- 4 Outdoor multipurpose courts for tennis and netball
- New Cricket nets
- Fitness trail/circuit
- Eight 15m v 30m dog rinks
- Model car track
- Establish pedestrian links to the Tonsley site and the two local schools to the north of the site.

2.3 Site details

The Mitchell Park Sports and Community Club is located in the Central North Area of the City of Marion (between Oaklands Road / Daws Road and Sturt Road) in Warriparinga Ward.

The site is 5.95 hectares and includes sport and recreation components. The facility currently includes:

- An oval with a concrete cricket pitch
- A field area currently used for dog training and some sports use (110m x 70m)
- A building that is divided into the Sports and Community Clubrooms and a hall to support dog training club use and senior citizen activities.
- Two sets of two tennis courts (one set on the western side of the facility and one on the eastern side)
- Cricket nets (3)
- A model car club track with a small viewing stand
- A fenced playground for small children near the eastern car park
- A playground on the south western side of the site linked to a large grassed and treed area
- A half-court basketball court
- Off street car parking (east and west of the club facility)

2.4 Vision and Objectives

Mitchell Park will be a regional sports and community hub that offers high quality facilities, multipurpose spaces as well as a broad range of programs, services and activities to achieve the greatest range of benefits for the region's economy, community and level of investment.

The project will transform the Mitchell Park Reserve site to include a multipurpose sports and community centre that will address a range of issues across the region including;

- Ageing community infrastructure at several locations
- Poor quality public realm
- An over focus on male-orientated sports
- Sports clubs with a Saturday focus and including some having experienced declining membership in recent times

It serves an established community that exhibits:

- Changing demographics with increased diversity
- Limited access to open space
- Low level of digital uptake in community.
- Increasing unemployment as the effects of the decline in manufacturing are felt
- Ageing population at risk of social isolation

The change will comprise of reconstructed amenities that reflect the new purpose and identity.

These physical improvements will support:

- 7 days a week place activation through sports event programming, accredited training programs, community events and existing sports and recreation
- *Creating a model for inner suburban living that supports well-being and employment*

The outcomes the resulting community precinct will support include:

- Urban regeneration and community revitalisation
- Generation of tourism and visitor expenditure
- Development of a major regional indoor courts facility for southern greater Adelaide
- Community connections
- Community pride and sense of place
- Ageing in place
- Community capacity building
- Life Long learning

2.5 Scope of Project

The project involves the creation of a multi-functional community and sports complex on the site.

Following Council's resolution of 8 December 2015, the project scope comprises the removal of all existing buildings on the site and the development of a new two storey community building and indoor multipurpose court facility to cater for the needs of clubs that utilise the site, and additional amenities that will foster community identity and involvement, employment and business development.

Site and Building works

The building includes:

- A shared multipurpose function area to cater for training, the needs of the community and the clubs, which overlooks the oval.
- A community neighborhood centre with child care facilities (Existing Mitchell park Neighborhood centre relocated)
- An indoor four court multipurpose sports facility that has the potential to attract state or regional level activities with a show court and seating for major events.
- Two new externally accessed change rooms and 4 internally access change rooms
- Indoor/outdoor dog training facility with office and storage
- Commercial grade kitchen linked to the main function/dining areas
- Shared office area
- Umpires room including toilet and showers
- Utility/cleaners' room
- Gym and function areas that have the capacity to support a high performance/health/fitness
- Massage/first aid/doctors' room
- Cold store
- Equipment and General storage
- Café/Kiosk

Additional amenities that will foster community identity and involvement, employment and business development include:

- Bookable digitally enabled community meeting facilities.
- Incorporating upper level multi use space for short or long term lease by compatible community groups and allied health professionals such as nutritionists, law students and fitness professionals

Site planning includes:

- A redesign of car park and traffic management to:
 - minimise vehicle manoeuvres within the site
 - provide additional car parking
 - provide suitable entry points to cater for anticipated peak traffic flows
- Integrate the design of the proposed building facilities into the broader planning and development of the site and its surrounds.
- Dog Club area; Eight (15x30m) dog rinks at the southern end of the complex.
- 2 x existing outdoor multipurpose courts for netball and tennis to the western side of the main indoor sports complex.
- Retain the main oval, scoreboard and oval lighting
- Retain the model car track
- Play space
- Community Recreation spaces
- New Cricket nets – north south orientation
- Establish pedestrian links through the site as well as links to the Tonsley site and the two local schools to the north of the site.
- Provide for a variety of recreation activities based on community need ensuring equitable use for disadvantaged persons.
- Produce open space that uses landscaping and aesthetic qualities to encourage both formal and informal recreation and sport use of the area. Review and update the masterplan fitness trail/circuit
- Retain as many significant trees on the site as possible and replace removed trees with new plantings.

2.6 Project stakeholders and club histories

The Mitchell Park Recreation Reserve is licensed over two distinct areas. The Mitchell Park Sports & Community Club license the eastern wing of the building and the sports oval and the Dover Gardens Kennel and Obedience Club license the western wing of the building and field area to the south.

Resident user groups include;

- Dover Gardens Kennel and Obedience Club
- Mitchell Park Football Club
- Mitchell Park Cricket Club
- Mitchell Park Netball Club
- Mitchell Park Tennis Club
- Mitchell Park Sports and Community Club Committee
- Tigers Rugby League
- Step into Life
- Adelaide Radio Controlled Raceway (model car club)

2.6.1 The Mitchell Park Sports Club

The Mitchell Park Sports and Community Club Committee is the controlling body which will undertake the care, control and management of the Mitchell Park Recreation Reserve including the buildings and its surrounds.

The committee is elected from members of the affiliated clubs which include;

- Mitchell Park Football Club
- Mitchell Park Cricket Club
- Mitchell Park Tennis Club
- Mitchell Park Netball Club
- Tigers Rugby League
- Adelaide Radio Controlled Raceway
- Emu Club

The Mitchell Park Sports and Community Club hold the main licence which expires 28 February 2017.

Mitchell Park Football club

The Mitchell Park Football Club is an Australian rules football club that was established in 1968, currently playing in the South Australian Amateur Football League, that initially played in the Glenelg-South Adelaide Football Association.

Mitchell Park remained in the Glenelg-South Adelaide Football Association, later the Southern Metropolitan Football League, until it folded at the end of the 1986 season. Mitchell Park joined the South Australian Football Association in 1987 and remained in that competition they transferred to the Southern Football League Division 1 competition in 1994. Mitchell Park lasted four seasons in the Division 1 competition before they were relegated to the Division 2 competition in 1998.

In 2001, Mitchell Park left the Southern Football League and joined the South Australian Amateur Football League Division 6 competition and have drifted between Divisions 5, 6 and 7 in the years since.

Mitchell Park also fields junior teams in the Metro South Junior Football League

Mitchell Park Cricket club

At the end of the 1967/68 season, the Happy Valley Cricket Club announced that they were relocating to the Mitchell Park Sports Ground and would also be renamed, to the Mitchell Park Cricket Club. During the first season as Mitchell Park (1968/69), they fielded two sides for the first time, and the A-Grade won the Section 2 premiership.

This resulted in promotion to Section 1. Over the next 9 years Mitchell Park finished in the top four on 8 occasions and finished their first ten years at Mitchell Park with our first (and to-date, only) Section 1 premiership in 1977/78.

As well as the Section 1 premiership, 1977/78 also saw Mitchell Park field four sides for the first time, confirming their status as a powerhouse of the Adelaide and Suburban competition in the 1970s.

Mitchell Park Netball club

The Mitchell Park Netball Club currently competes in the Southern United Netball Association is the largest Association on the Southern side of Adelaide. The club has rapidly grown over the past few years and now supports a membership of 40 players. The club currently lacks courts on site at Mitchell Park and hires courts for club training. Club coaches and team managers currently store equipment at their homes and cars due to the lack of facilities available.

Mitchell Park Tennis club

The Mitchell Park Tennis Club Seniors play Saturday afternoon and are affiliated with the Glenelg District Tennis Association in the summer season and SA Hardcourt Tennis Association in winter. The club is currently forced to play at Hamilton Park due to the poor condition of the Courts at Mitchell Park.

Tigers Rugby League club

In the past the Tigers Rugby League Club has been affiliated with the SA Rugby League (SARL) competition. In recent years the team has struggled to find new members and is consequently not participating in the SARL in 2016.

Adelaide Radio Controlled raceway

Adelaide Radio Controlled Raceway regular race meetings at Mitchell park for Off-Road Electric Radio Controlled Racing in Adelaide. The club has been redeveloping its facilities to a high standard over the past few years in conjunction with Council and the Office for Recreation and Sport. The club aims to promote a family and individual friendly environment along with support and teaching of techniques within all facets of racing.

Emu club

The Emu Club is a social club that meets regularly at the Mitchell Park Sports and Community Club.

2.6.2 The Dover Gardens Kennel and Obedience Club

The Dover Gardens Kennel and Obedience Club started classes on Sunday 16 March 1969 and initially the club wrote to Marion Council asking for a reserve to use on Sundays and the Council provided the Crown Street Reserve at the cost of \$1.00 a week. By word of mouth and a little advertising the club had a thriving membership within a few weeks.

In August 1976 the club was delighted to be offered a lease on spacious grounds in the Oaklands Reserve behind the Road Safety Instruction Centre off Oaklands Road. The Dover Gardens Club remained at Oaklands Reserve for almost 15 years until 27 February 1991 when the club's shed and all of its equipment were destroyed in a fire.

After a period in temporary accommodation Council suggested that the club might be able to join other sporting groups using the facilities at the Mitchell Park Oval. After careful consideration, the committee decided that the club had at last found its home and began spending its hard earned building fund on improvements to the hall and grounds. Dog Training began at Mitchell Park in July 1993.

Over the years hundreds of volunteers like the founders have helped many thousands of people to train their dogs at the Dover Gardens Club. However, for the first 25 years the club provided this community service without the excellent facilities and long term tenure that it now enjoys at the Mitchell Park Sports Reserve.

The Dover Gardens Kennel and Obedience Club hold a Licence over the southern reserve area and western wing of the building until 15 December 2029 and has approximately 550 members.

2.6.3 The South Adelaide Basketball Club

The South Adelaide Basketball Club (SABC) was formed in 1952. It was one of the foundation clubs in the sport of basketball in South Australia. Within these early years of basketball, the club has had much success with Men & Women senior & junior teams. The Men's ABA team has won many premiership flags with the most recent coming in 1998 winter season. The Club still holds the Australian basketball record of 51 straight wins, being set in 1965. The Club has developed many champions over the time that has represented South Adelaide and gone on to represent Australia in the modern Olympics.

The SABC is the main tenant of the Marion Basketball Stadium on Norfolk Road Marion. There is extremely high demand for basketball facilities which are well beyond the capacity of the existing stadium.

The clubs current use and programs offered are outlined below:

- 110 Primary School teams (playing across Marion Stadium & Pasadena Sports Centre) involving 22 primary schools.
 - 80 teams playing at Marion Stadium each week (at capacity), includes a number of byes to fit everyone in.
 - 400 children aged between 8 – 14
 - Restricted to 30-minute time slots (normally 40 – 50 minutes) due to insufficient number of courts
- 40 Senior Social Men's and Women's teams
 - 306 men and women playing each week
- District Basketball
 - Home of the South Adelaide Panthers Basketball Club
 - 680 Junior & Senior Players
 - Increased from 480 players since 2012
 - Restricted to 42 district teams playing each week (from clubs across Adelaide)
 - 336 junior and senior teams
 - 180 spectators (average) per week
- Training
 - Sundays 8:30am to 6:30pm on both courts
 - 160 – 200 juniors each week
- Domestic Competitions
 - Saturdays 12:30pm – 6:00pm
 - Also played at Westminster College on 2 courts from 12:30pm – 6:00pm
 - Forecast – 320 juniors each week
- Aussie Hoops and Junior Domestic
 - New Introductory programs – 75 each week
 - Participation in basketball in the 5-14 year age brackets remains high. This age group is also a key focus of Basketball Australia through the Aussie Hoops (<http://www.aussiehoops.com.au/>) and Sporting Schools (<https://www.sportingschools.gov.au/>) programs.

In Total (Weekly)

- Players – 1,660 per week
- Spectators – 200 – 300 per week

The club has a critical need to develop a new regional facility that will support the demands of Basketball in the southern region of Adelaide.

2.6.4 Mitchell Park Neighbourhood Centre

The Mitchell Park Neighbourhood Centre provides a range of programs to support health, welfare, individual and community needs of adults and children.

The Centre provides a diverse and accessible range of social, recreational and educational activities and programs that develop personal growth, encourage wellbeing and a sense of identity and community.

The centre currently has an attendance 450 people per week participating in programs. The Centre's activities are constrained by the size and quality of the current facility. There is considerable scope to improve the range of services and programs offered if a new facility is developed.

2.7 Existing Facilities at Mitchell Park Sports and Community Club



The Mitchell Park comprises eight major components including:

- Mitchell Park Sports & Community Club
- Playground/Passive space
- Dover Gardens Kennel & Obedience Club
- Mitchell Park Sportsground
- Tennis Courts (East)
- Dog Obedience Training Area
- Tennis Courts (West)
- A new model car club track (currently in development)

Site Review

A Background Report has been prepared for the Mitchell Park Sports & Community Centre Redevelopment. (Attachment 2)

The main purpose of the Background Report is to consolidate all information required for the next stage of re-designing the site to ensure designs are both a practical and a feasible option for council and other stakeholders.

The Background Report includes:

- A review of all service locations to ensure that the design and costing addresses upgrades and required relocations of existing services
- A review of the Geotechnical Site Audit Report
- Consultation with key stakeholders including relevant Local and Government agencies to determine issues that are likely to affect the design and redevelopment of the facility
- A review of all relevant documentation to the project
- A return brief to finalise the requirements for the concept design
- Traffic, car parking and access review.

Topography

The existing facility is located centrally on the site with the cricket oval to the north and the dog rinks to the south. The site has mounding around the perimeter with an additional mound through the centre of the southern half of the site.

Easements & Encumbrances

The survey provided by The City of Marion does not identify any easements or encumbrances.

Vegetation

The site has abundant natural vegetation. Mapping indicates 28 regulated trees in the vicinity and 5 significant trees. The current concept design includes the removal of 6 regulated trees, no significant trees have been earmarked for removal.

Traffic Management (Including car parking.)

Car parking numbers are planned to increase as a result of this proposal and a minimum of 185 on-site car parks is recommended. The remaining car parks consisting of 125 required at peak times will be accessed in the street network and in the adjacent informal car park to the west.

Final approval however can only be given after the full development proposal is submitted for approval, and a traffic management study has been undertaken.

Site services Review

All site services are not adequate (Electrical, Telecommunications, Fire Services, Water, Sewer and Gas) to cater for increased and future demand.

Mitchell Park Sports & Community Club (East Wing)

The clubrooms are currently managed by the Mitchell Park Sports and Community Club with representatives from the current users these being:

- Mitchell Park Football Club
- Mitchell Park Cricket Club
- Mitchell Park Tennis Club
- Holdfast Bay Rugby League Football Club
- Mitchell Park Emu Social Club

The facility is a licensed club open to members and non-members. The club comprises:

- Club lounge
- Function room
- Bar
- Kitchen servery
- Toilets
- Change rooms
- Pool tables, dart board, amusement games

The facility has had a number of additions and, whilst it has served the community and club well, it is somewhat limited in its use due to the domination of the licensed area. The design of the facility is ageing and is in need of an upgrade.

Dover Gardens Kennel and Obedience Club (West Wing)

The Dover Gardens Kennel and Obedience Club Hall is a small hall attached to the Mitchell Park Sports & Community Club and is used by primarily by the Dog Club. Four other groups utilise the hall on a regular basis, these being Mitchell Park Seniors Group, Happy Tappers, Irish Dancing and Karate.

The facility comprises:

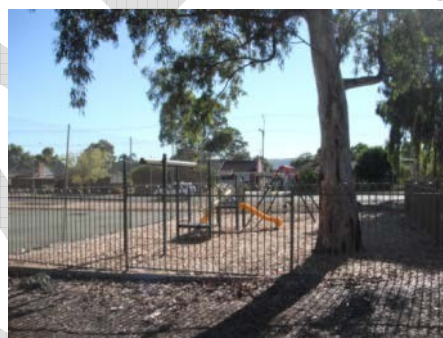
- Main Hall
- Toilets
- Store rooms (2)
- Small office
- Kitchen
- Entry foyer



The hall is limited in size and design. The groups who currently utilise the building consider the building satisfactory and it is well maintained.

There is a lack of storage resulting in chairs and tables being stored in the hall thus limiting the space further. There is a lack of heating and cooling and access to the hall provides difficulties for seniors and less mobile persons. Access to toilets is from the outside of the building and this also causes some use problems.

Tennis Courts (East)



The tennis courts located on the eastern side of the park are in a state of disrepair and are closed to the public. There was an adjoining playground which was recommended for closure within the City's Play Space Strategy 2008-2023. A new Playground is earmarked for the site.

Tennis Courts (West)



The western tennis courts have substantial cracking and are in need of repair. The tennis club have relocated temporarily but are keen to return once the courts have been repaired or resurfaced.

The courts are located in an area where there are also cricket practise nets and a half-court basketball ring.

There is limited space in this area to expand the number of courts and should additional courts be required a reconfiguration of the area is required.

Playground/Passive Area

The Western Playground is somewhat isolated within the park and it is considered that it could be better located in terms of supervision and relation to other activities on the sportsgrounds and park.

The City's Play Space Strategy recommends the consolidation of the eastern and western play spaces and it is earmarked for 2017-19 with a notional \$250,000 allocated.

When the best site is determined for the playground it would be advantageous to incorporate some shade and consider fencing.

It should be noted that the City of Marion believes that fencing be provided only where absolutely necessary for safety purposes. This may include play space locations next to busy roads, near water bodies or other physical dangers.

Once the master plan has been developed the position of the playground in relation to the access roads and the proximity of the dog users it may be appropriate to enclose the playground to assist users safety and supervision.

Mitchell Park Sportsground

The Northern sportsground is well utilised by Football and Rugby in winter and cricket in the summer.

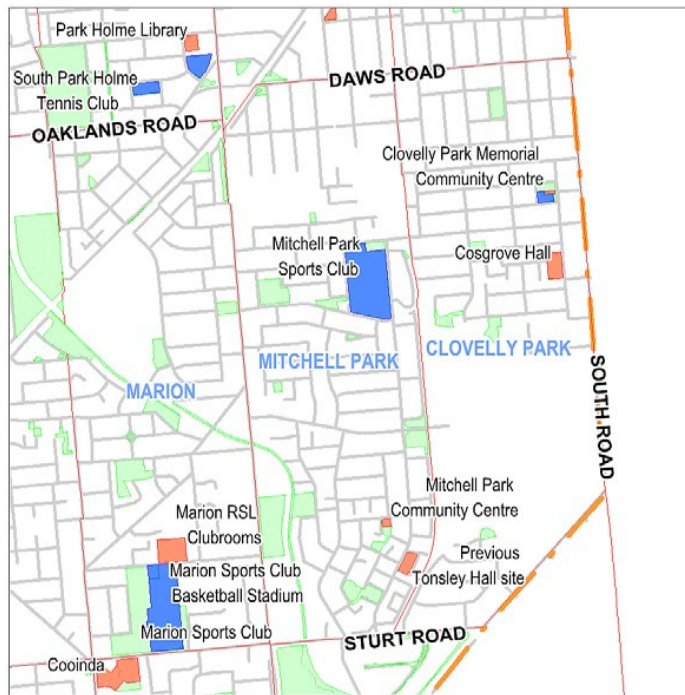
The turf is in good condition and the facility is well maintained. The irrigation system is ageing and requires renewal. The site is identified for connection to the Oaklands Wetland development. Connection requirements will need to be considered as part of the development of the Master Plan.

Dog Obedience Training Area

The dog club have recently assisted in the placement of new floodlights and this has enhanced evening sessions on the area particularly during the winter months. Step into life also uses the floodlight.

Placement of a suitable dog tap and access to external water along with placement of benches would improve this area for use.

Surrounding Facilities



Mitchell Park Neighbourhood Centre



Mitchell Park Neighbourhood Centre is located at Cumbria Court behind the Kindergarten and is a City of Marion operated facility. It lacks significant street frontage as it is located in a cul-de-sac and is somewhat hidden in terms of streetscape. This limits its marketability and is often overlooked or not found by clients/customers.

The venue is small and heavily patronised.

It comprises a main hall, 3 smaller rooms (one of which was a store room) a small kitchen, toilets and office area which again is very small. On site it has access to 9 car parking bays which are shared with the Kindergarten.

Users of some of the smaller rooms, such as the computer room, have limited access and entries to the smaller rooms are through the other rooms.

The facility is restrictive in terms of development and is bounded on all sides by residential accommodation.

The community hall lease area/council boundary runs through the centre of the community hall. The centre has access to an outdoor area with a small play space on it.

Marion Basketball Stadium

The Marion Basketball Stadium on Norfolk Road is Marion Stadium is a two court facility built in 1965 (currently 51 years old) and managed by Basketball SA and home to South Adelaide basketball Club. The stadium is in poor overall condition and lacks any opportunity for commercial growth. The facility has received limited if no re-investment into facility upgrading but maintains a strong utilisation from the home district club, social, church and the local primary school because of a lack of facilities in the region.

The Marion Basketball Stadium resides within a residential area and is collocated with the Marion Sports and Community Club. In general future investment in upgrades of this facility are likely to be unprofitable given it is already fully utilised in the peak evening period. An upgrade to this two court facility will provide limited opportunity for improved utilisation of the facility between multi sports. The facility's infrastructure will require significant investment and may soon be considered not fit for purpose due to operational and safety concerns.

A state wide facility audit conducted in 2011 by Aurecon to establish a 20-year plan for basketball facilities in South Australia rated the Marion Stadium as the highest priority project to be completed due to poor condition, current capacity constraints and growth opportunities. The current facility can no longer meet the demands and requirements for district level sport.

Summary of existing facilities

The sporting and recreation facilities in the Mitchell park region were constructed some time ago and are all showing signs of wear and tear and some require substantial maintenance.

It is noted that the majority of facilities are 'old' facilities and, whilst this in itself is not an issue, the suitability of these facilities to cater for the current community needs is of some concern. For instance, a number of facilities are small and restrictive in their daily use due to their design and size.

The green space is well utilised whilst some of the buildings have limited use due to their design and locations.

There is some element of duplication and, whilst this in itself is not a problem, it does raise some questions of sustainability and the need to maintain some structures, which could be better spent on facilities that better meet the community needs. There are various limitations with some of the surrounding community facilities which will provide an opportunity for development within the Mitchell Park Site.

2.8 The Project

The project includes the construction of a new building to replace the existing building adjacent the oval with the following spaces and areas.

Function/ Space	Concept m ²	Level
Multipurpose Function including Bar	276	1
Community Meeting spaces	22	1
Reception and merchandise area	67	G
Change Rooms indoor courts	100	G
Change Rooms outdoor courts	180	G
Viewing area	292	1
Change Rooms external sports	100	G
WC 1	50	G
WC 2	50	1
Kitchen/ Satellite kitchen /cafe	223	G/1
Shared office/central management	98	1
Umpires and officials rooms	86	G
Cleaner's Room	5	G
Gymnasium	150	G
Massage/ Recovery/ 1st Aid	28	G
Cold Store /Dry Store	10	1
Sporting Equipment storage	125	G
Dog Club	230	G
Neighbourhood Centre & outdoor play	164	G
Outdoor space (deck)	109	1
Indoor courts and fixed seating	2972	G
Total Gross ground floor area	4890	G
Total Gross first floor area	1050	1
Total Area	5940m²	

External works to be included are as follows:

- 2 outdoor courts potentially will be retained
- The cricket nets will be rotated to a compliant orientation
- The car park will be upgraded and reconfigured
- A new playground is proposed
- Site generated stormwater run-off will be detained and cleaned prior to entering the general stormwater system

The project concept plans have been designed by a multidisciplinary team led by Studio Nine, a local Adelaide architectural practice. The team includes Civil and Services Engineers, Landscape architects, Traffic Planners and Building surveyors.

The project design will meet the following standards:

- All design elements are required to be in accordance with all relevant legislation, codes and standards (including Building Code of Australia, Occupational Health Safety and Welfare Act and Disability Discrimination Act)
- Ecologically Sustainable Development principles relating to accessibility, water sensitive urban design, energy efficiency, and environmental sustainability
- Strong CPTED (Crime Prevention through Environmental Design) initiatives such as clear views between many parts of the ground, and between facility and East Street neighbours (through removal of the fence)

Features of the design are described in the following:

Siting

- **Connection with Playing Areas**

The building position retains connection with the oval and the second storey provides very good visual connection with these areas.

The second storey pavilion has aspects towards the oval and also toward the indoor courts and recreation areas, so that functions can overlook all sporting codes.

- **Bradley Grove Road Aspect**

Orientating the second storey massing as close as possible to the Bradley Grove boundary also provides maximum exposure of the building, as the 'public face' of the complex.

- **Space for Car Parking**

The building position maximises the area available for car-parking.

Layout

The Ground Floor houses the café (including a central kitchen), change rooms and public toilets, the community neighbourhood centre, storage and the gym. The first floor houses the multi-purpose function areas, central management office, upper level viewing area, storage and amenities.

- **The Café/Kiosk**

The café is in the middle of the building, adjacent the lobby. This space has a view to, and a physical connection with the indoor courts. Each space can be opened out into the other to provide flexibility for future needs. The lobby also provides access to the upper storey via open stair and lift, plus a corridor through to the community neighbourhood space. The café servery also functions as a reception for the centre. The ground floor kitchen is a 'central service kitchen to the kiosk, neighbourhood centre and dog club functions' linked to the second storey commercial grade kitchen/ servery via a dumb-waiter.

- **Change rooms**

Change rooms are accessible from the oval for external sports and another set for the indoor courts (including umpires and massage).

- **Community Shared Space and the Neighbourhood centre**

The upper level space is arranged as a flexible, multifunction space with access to the kitchen and viewing area. The ground floor Neighbourhood centre which includes access to a secondary kitchen and, amenities and crèche.

- **Central Management Office**

The central management office is the administrative hub of the Oval facility, with all data linked back to this point. The space is connected to the upper level foyer and is large enough to function as a meeting room also or further divided.

- **Amenities**

Amenities are positioned throughout the facility, with the already-mentioned ground floor provisions, and second floor facilities sized to service the function/ club/ bar spaces.

Building Massing and Aspect

The main entry is off Bradley Grove. Whether the patron is coming to use the community facilities or the indoor courts the access point is the same.

The ground floor café is oriented towards the indoor courts, to assist as the 'first point of call/ community hub'. The reception area functions as a gateway to the other building facilities and controls access to the courts.

The neighbourhood centre is located on the ground floor and has a secure east facing outdoor play area. The dog club is located to the south overlooking the recreation green area that would accommodate the dog training rinks.

The shared multi-purpose function room on level 1 has a dual aspect, both towards the oval and towards the hills. This arrangement recognises the multi-functionality of this space.

The northerly aspect provides good natural light and winter warmth via the large shaded north-facing window to this function space.

The central management office overlooks the lower level roof to the dog club with a south western aspect.

The viewing areas both on the ground and upper level provide uninterrupted views to the courts and in particular the show court that has the retractable seating.

Materials

A simple and robust palette of materials has been chosen for the building.

The ground level is generally a terracotta glazed tile thermally efficient, durable and textural. Glazed sections provide articulation and views both inside and out. The community centre building has a glass reinforced panel roof, and the wall cladding comprises of terracotta tiles glazing. The courts building is also clad in glass reinforced panels which are broken up into 3 panel types to break down the overall scale of the building.

Sequencing

The project will be staged in the following manner, to ensure continuity of the current functions through construction and assist the individual clubs to maintain playing and maintain income streams.

- Set up of Temporary accommodation on the existing tennis/netball courts
- Builders compound on the existing car park
- Demolition of the club building
- Construction of the new building works and associated external works
- Decanting of clubs and neighbourhood centre into the new facility

External Works packages are individual and generally independent of each other, and as such can occur concurrently or consecutively.

Method of Construction

The new building will need to be constructed using the car park as the primary construction access point, due to limited access being available from the oval or recreational green surfaces.

Some enabling works will be needed, such as temporary accommodation for the clubs throughout the construction period. This will be located on the tennis/netball courts to the west of the site. Temporary accommodation costs have been allowed for within the project estimate.

The Project proposal is described in detail in Attachment 2.

Cost

A detailed project estimate has been prepared by independent cost planners Rider Levett Bucknall who are based in Adelaide and well versed in the local construction market.

A summary is outlined below.

Building Works and Services June 2016

Building Works	\$16,694,000
External Works	\$1,695,000
Demolition and Site prep	\$450,000
Escalation to February 2019	<u>\$914,000</u>
Total	<u>\$19. 753 million</u>

The anticipated project cost range +/- 5% (excluding GST) is \$18.76m - \$20.74m.

The detailed project estimate is described in Attachment 3

Rider Levett Bucknall Project Estimate - Exclusions commentary

- Alterations to Roadways - City of Marion Traffic engineer has advised that this is not required
- IT relocations - IT relocations such as PC's will be by City of Marion ICT. Fibre and the communications server rack allowance has been included in the estimate.
- Sporting Equipment - Existing, by clubs
- Gym Equipment - Existing, by Clubs
- Works to tennis courts - Any works to form part of a separate project
- Works to model car track - Open Space programmed scope, completed
- Works to southern playground - Open Space programmed scope 2017-2019
- Dog rinks - Existing equipment, by Clubs
- Rock Excavation - General allowance as part of Construction contingency
- Asbestos - General allowance as part of Construction contingency

Creating a community precinct for Mitchell Park and surrounds

- Relocation of stobie poles etc. - General allowance as part of design contingency
- Land Acquisition - Not applicable
- Finance costs and holding charges - Addressed in the financial viability section of this document
- Goods and Services taxation - Under GST regulations Council is entitled to claim input tax credits for the GST component of the price when acquiring goods and services in the course of carrying on that enterprise. All cost estimates are therefore GST exclusive.
- 30 KW Photovoltaic System - Any works to form part of a separate project

DRAFT

3. Relationship between the project and relevant strategic management plans

a) the relationship between the project and relevant strategic management plans;

The project will assist in delivering Marion's vision of community wellbeing and will seek to build stronger, resilient and well connected communities, to encourage lifelong learning, active lifestyles, healthier living and to strengthen the local economy.

All spheres of Government in Australia play critical roles in economic and social development and it is important that these are complementary and developed and implemented in a tripartite model with commensurate funding contributions.

Project Objective	City of Marion Strategic Plan Objectives	LGA SA	State Government Objective	Federal Government National Stronger Regions Fund
<p>Social Repurpose an existing public resource to create a new multipurpose facility delivering broad economic and social benefits to the region.</p> <p>Cultural Develop a safe and welcoming facility to support the needs of the neighbourhood Centre, Junction Australia and provide a broad range of activities that support healthy lifestyles.</p>	<p>Liveable By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.</p> <p>Engaged By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods.</p>	<p>Public Realm and Urban Design Guidelines High quality public places are vital for creating harmonious, socially inclusive communities. It is increasingly recognised that investing in quality public space generates tangible, fiscal benefits; stimulating growth in the visitor economy, raising property values and increasing income and profit for local businesses. Public realm investment has been shown to boost confidence in an area, reverse the cycle of decline and stimulate inward investment.</p> <p>Successful public realm and spaces are those that remain relevant to people's day-to-day lives. Such success is not only a function of the</p>	<p>Goal: We are committed to our towns and cities being well designed, generating great experiences and a sense of belonging.</p> <p>Target 1: Urban spaces Increase the use of public spaces by the community (<i>baseline: 2011</i>)</p> <p>Goal: New developments are people friendly, with open spaces and parks connected by public transport and bikeways.</p> <p>Goal: We are The Festival State; our festivals, cultural venues and events create a vibrant and energetic atmosphere, generating excitement!</p> <p>Target 3: Cultural vibrancy Increase the vibrancy of the South Australian arts industry by increasing attendance at selected arts activities by 150% by 2020</p> <p>Goal: We spend quality time with our families.</p>	<p>The objective of the NSRF is to fund investment ready projects which support economic growth and sustainability of regions across Australia, particularly disadvantaged regions, by supporting investment in priority infrastructure.</p> <p>The project addresses disadvantage in the region.</p> <p>More stable and viable communities, where people choose to live.</p>

Project Objective	City of Marion Strategic Plan Objectives	LGA SA	State Government Objective	Federal Government National Stronger Regions Fund
	<p>Connected By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.</p>	<p>available spaces and facilities but more importantly for people, the connections that those places make with their community, their environment and their history.</p>	<p>Goal: We are proud of South Australia and celebrate our diverse culture and people.</p> <p>Target 5: Multiculturalism Maintain the high rate of South Australians who believe cultural diversity is a positive influence in the community</p> <p>Target 13: Work-life balance Improve the quality of life of all South Australians through maintenance of a healthy work-life balance (<i>baseline: 2007</i>)</p> <p>Goal: We want Adelaide to grow up more than out.</p> <p>Target 68: Urban development By 2036, 70% of all new housing in metropolitan Adelaide will be being built in established areas (<i>baseline: 2010</i>)</p> <p>Goal: We are physically active.</p> <p>Target 83: Sport and recreation Increase the proportion of South Australians participating in sport or physical recreation at least once per week to 50% by 2020 (<i>baseline: 2011-12</i>)</p> <p>Goal: People in our community support and care for each other, especially in times of need.</p> <p>Target 23: Social participation Increase the proportion of South Australians participating in social, community and economic activities by 2020 (<i>baseline: 2011</i>)</p>	

Creating a community precinct for Mitchell Park and surrounds

Project Objective	City of Marion Strategic Plan Objectives	LGA SA	State Government Objective	Federal Government National Stronger Regions Fund
			<p>Goal: We value and support our volunteers and carers.</p> <p>Target 24: Volunteering Maintain a high level of formal and informal volunteering in South Australia at 70% participation rate or higher (baseline: 2006)</p>	
<p>Economic</p> <p>Greatly increase activation and use of the site to create business and employment opportunities</p> <ul style="list-style-type: none"> Increased Visitation Creation of ongoing jobs and opportunities for small business to service the site Facilities for Corporate events and functions Training facilities to host programs in Hospitality and Community Services Onsite public access to digital network 	<p>Prosperous By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports sustainable business precincts while providing access to education and skills development.</p> <p>Innovative By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.</p>	<p>Tourism Tourism, as a service export, has the capacity to deliver new expenditure and create new jobs and will be a key engine of growth in a serviced-based economy.</p> <p>Innovation and Entrepreneurship Recognising that the key to economic growth is innovation and entrepreneurship, Local Government can facilitate an environment that supports local creativity and grow home- based businesses through policy and program support.</p> <p>Local Infrastructure High quality public realm amenity and place making attract high value businesses and knowledge workers and stimulate private investment</p>	<p>Goal: All South Australians have job opportunities.</p> <p>Target 47: Jobs Increase employment by 2% each year from 2010 to 2016 (baseline: 2010)</p> <p>Target 49: Unemployment Maintain equal or lower than the Australian average through to 2020 (baseline: 2004)</p> <p>Economic Priority 5 – SA: a growing destination choice for international and domestic travellers SATC's Destination Action Plans</p> <p>Target 57: Broadband access The proportion of South Australian premises with access to broadband services delivered by fibre technology meets the national average by 2020 (baseline: 2011)</p>	<p>Improved level of economic activity in the region</p> <p>Increased productivity in the region</p> <p>Increased employment and a more skilled workforce in region Increased capacity and improved capability of region to deliver major projects</p> <p>Increases investment and builds partnerships in the region</p> <p>Secure and manage investment funding</p> <p>Improved partnerships between local, state and the private sector</p>

Creating a community precinct for Mitchell Park and surrounds

Project Objective	City of Marion Strategic Plan Objectives	LGA SA	State Government Objective	Federal Government National Stronger Regions Fund
Environmental Improving quality, usage and sustainability of scarce open space and associated built facilities for a wide range of activities, programs and services	Biophilic By 2040 our city will be deeply connected with nature to enhance people's lives while minimising the impact on the climate, and protecting the natural environment.	A strong relationship between quality of life and access to public open space and the natural environment is playing an increasingly critical role in the community's health and wellbeing. The way cities, towns and neighbourhoods are planned and designed impacts on people's opportunity to walk, cycle and use public transport; to access healthy food; to recreate; and to participate in community life.	Goal: We adapt to the long term physical changes that climate change presents. Target 62: Climate change adaptation Develop regional climate change adaptation plans in all State Government regions by 2016 (baseline: 2011)	Supporting investment in priority infrastructure. More stable and viable communities, where people choose to live.

Links to the 30-year Plan for Greater Adelaide and the Integrated Transport and Land Use Plan

The 30-year Plan for Greater Adelaide and the Integrated Transport and Land Use Plan describe the principles and objectives which guide the development of the greater Adelaide area and the development of transport infrastructure to serve it. This project contributes to a number of priorities described in those plans including:

Principle 4 - A transit-focused and connected city

Adelaide should be a transit- oriented city connected by efficient mass transit systems, affordable public transport and safe bicycle and pedestrian networks.

Principle 5 - World-class design and vibrancy

New developments should reflect world-class building and suburb designs to create the sustainable urban character of the future and encourage a vibrant and creative culture.

Principle 6 - Social inclusion and fairness

To promote an inclusive, fair and equitable city where people have access to the services and jobs that they need, wherever they live.

Principle 8 - Healthy, safe and connected communities

Promote healthy, connected and safe communities by ensuring new and existing suburbs are walkable neighbourhoods that incorporate Crime Prevention through Environmental Design principles and contain high-quality, accessible and useable open space and sporting facilities.

Principle 10 - Economic growth and competitiveness

Create the conditions to enable strong economic growth by:

- planning for the number and type of jobs that are likely to be created during the next 30 years
- improving the access to a wide range of educational institutions
- attracting and maintaining working-age people

Principle 11 - Climate change resilience

Create the conditions for Adelaide to become resilient to the impacts of climate change by:

- reducing the growth in emissions through a reduction in car dependency and an improvement in the energy efficiency of buildings and neighbourhoods improving the liveability of the city to respond to increasing temperatures dramatically improving the water efficiency of new buildings and new neighbourhoods
- capitalising on the opportunities for the growth of new green industries and green jobs.

Priorities for Greater Adelaide in the Integrated Transport and Land Use Plan that link to this project are;

- Continued improvements to the passenger train network – connected to Tonsley Line
- Complete the North-South Corridor, upgrade the Inner and Outer Ring Routes, targeted improvements to many intersections and road sections.

A key component of the project is its links to the surrounding transport networks as a destination providing high-quality, accessible and useable open space and sporting facilities. This facility will provide a key central point linking a number of key destinations across Adelaide.

Tonsley

The Government of South Australia approved the Master Plan in March 2012, enabling work to begin immediately on the former industrial 61hectare site. The Master Plan for Tonsley's evolution establishes the site as a platform for economic growth.

The Master Plan illustrates how Tonsley will become a centre for innovation and productivity. An attractive Town Square will become the heart of Tonsley's social activity, drawing residents, workers and students to the centre of the site.

Design features will honour the site's rural and industrial history and point to its future.

Proposed land uses include:

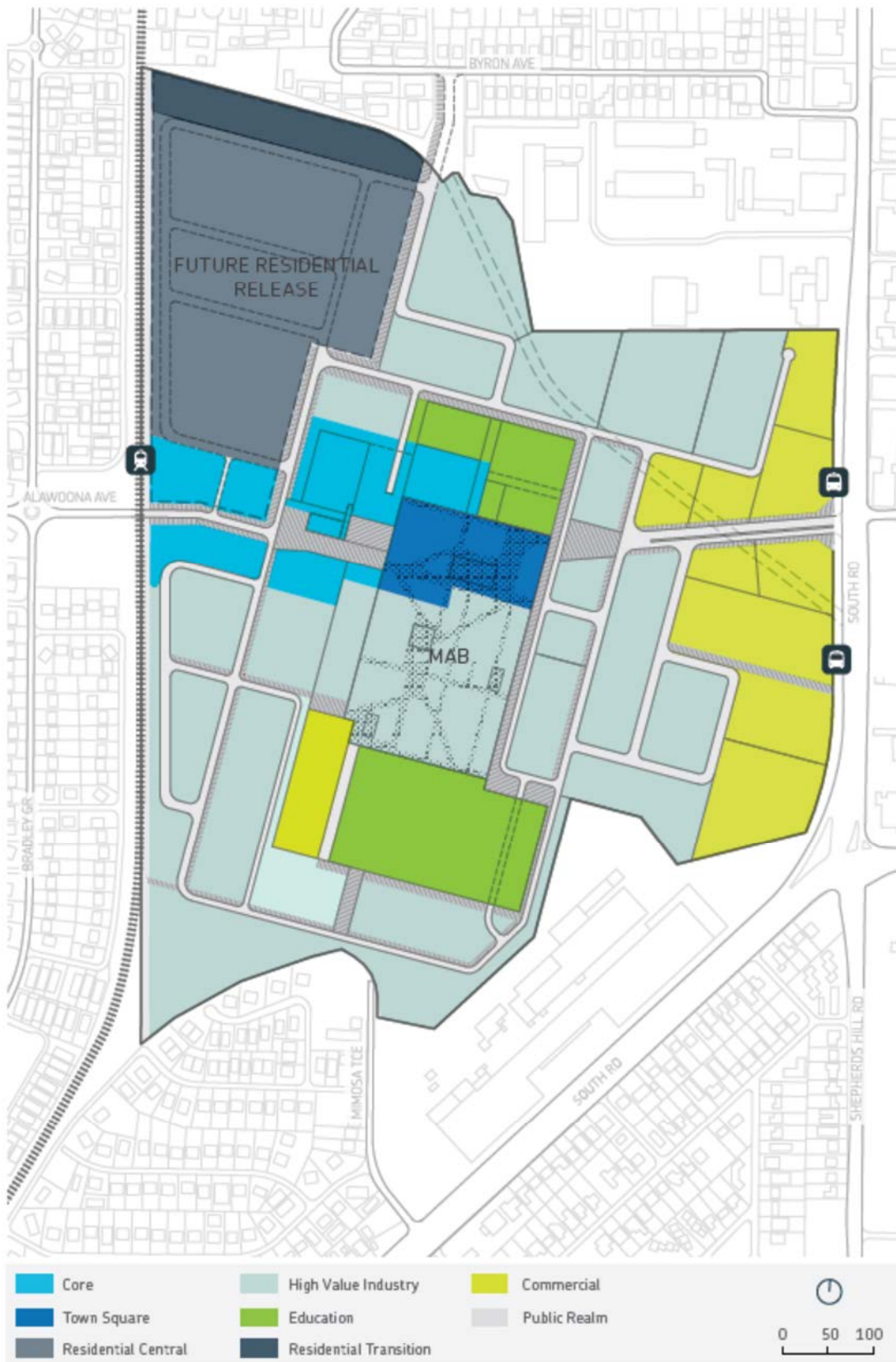
- Commercial and high-value industrial businesses (70%),
- Residential accommodation (18%),
- Education (10%),
- Retail (2%).

Tonsley Social and Community Planning Analysis (November 2012) was undertaken in order to estimate the social infrastructure needs of the future community who will have a direct or indirect interest in the Tonsley redevelopment site. It aims to inform future thinking about the location, scale, design, function, timing and management of future spaces and places in Tonsley. The catchment for the purpose of social infrastructure analysis is defined as those people living and working in the four suburbs of Mitchell Park, Clovelly Park, Bedford Park and St Marys.

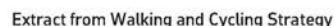
It is anticipated that the Tonsley redevelopment will support approximately 1,200 residents with 500 terrace homes and 17 mixed-use apartment buildings with 230 apartments, shops and restaurants. There are expected to be up to 800 construction jobs, total investment of \$265 million and the project is expected to be completed by about 2025.

Key community facilities and services within the study area have been mapped with Mitchell Park being identified as a major sportsground.

Creating a community precinct for Mitchell Park and surrounds



Tonsley redevelopment above is closely linked to the Mitchell Park Sports and Community Centre site.



This strategic plan outlines the focus of Office for Recreation and Sport from 2013-2015 to deliver on the SA Government's Strategic Plan Target 83 (as outlined above). Of specific relevance to this plan are the following key strategies.

2.2. Implement a sports hub approach to the development of shared local and regional facilities

2.3. Plan and design for the development of major sports facilities for state, national and International competitions

3.3. Deliver world class high performance sport services and facilities

Community Centres SA is the peak body for 107 community and neighbourhood centres and 40 affiliate organisations throughout South Australia. It is governed by a Board of 13 representatives from the sector. A key focus is community development with a mission to build the strength, capacity and influence of the community and neighbourhood centres sector through advocacy, workforce and organisational development strategies.

Community Centres SA Strategic Plan provides the following range of measures

The outcomes we want for our communities;

1. Communities are connected - People know and care for each other
2. Communities are inclusive - People respect and value diversity and connect with people from different backgrounds
3. Communities are healthy - People are active, eat well and enjoy good health and well-being
4. Communities are resilient - People help each other and build their community to get through tough times
5. Communities are thriving - Connected, inclusive, healthy and resilient communities support people to learn, work and live a good life

With the inclusion of the neighbourhood Centre within the complex at Mitchell Park the City of Marion will provide a wide range of services to support the population living in the surrounding suburbs. The Mitchell Park area has the lowest SEIFA index rating in the City of Marion of 898 which is well below the National Average of 966.

Basketball SA Strategic Objectives

The Basketball SA Strategic Plan has been established in consultation with the sports key stakeholders and has been structured to be a holistic plan for basketball in South Australia.

Basketball SA's Mission

To be active in the community by:

- Providing affordable and accessible participation
- Promoting basketball as healthy, safe and enjoyable
- Understanding, embracing and valuing the differences within the basketball community
- Providing pathways, competition, challenges and opportunities at all levels of the sport

Facilities and Infrastructure

Aspirational Goal - Achieve sufficient, fit for purpose facilities to meet existing and future demand.

Key Objective FI 1

Advance sufficient, fit for purpose facilities to meet existing demand

Strategies:

FI 1.1 Lobby for increased State and Local government investment in response to the ever decreasing suitability of facilities to meet the needs of growing basketball participation

FI 1.2 Establish partnerships and/or collaborate in planning for facilities to meet growth demand

FI 1.3 Establish and communicate fit for purpose facility models for 3 - 6 court indoor facilities that can be built for a viable cost

FI 1.4 Proactively drive priority facility projects whilst being in the position to maximize opportunities as they arise

FI 1.5 Prepare a marketing brief that communicates facility needs

Key Objective FI 2

Secure a home for basketball

Strategies

FI 2.1 Outline the needs for the administrative home of basketball in SA

FI 2.2 Develop a plan to secure the envisioned home

Netball SA Strategic Planning

The strategic plan for Netball SA titled “Netball in South Australia – Strategic Plan 2014-2015” has four strategic pillars:

1. Vibrant Community Sport
2. Sustainable Business
3. High Performance Excellence
4. Stakeholder Relationships

Netball SA has indicated under pillar one, a desire to grow and sustain participation in new and existing markets by ensuring there are places to play netball.

In 2014 Netball Sa released the Netball SA State-Wide Facilities Audit and Master Plan. The plan indicates the following potential facility growth for the Southern Adelaide region.

Location	Indoor court	Outdoor court	Total number of courts	Hierarchy level	Priority level		
					High (1-5yrs)	Medium (6-10yrs)	Low (11+)
Kauri Parade Sporting Precinct Master Plan		1-4	1-4	Local	<input type="checkbox"/>		
Marion Sports and Community Club Master Plan *	4	1-4	5-11	District	<input type="checkbox"/>		
Noarlunga Centre - Southern Sporting Precinct (ORS) adjacent South Adelaide Football Club Oval.		5-11	5-11	District		<input type="checkbox"/>	

Creating a community precinct for Mitchell Park and surrounds

Location	Indoor court	Outdoor court	Total number of courts	Hierarchy level	Priority level		
					High (1-5yrs)	Medium (6-10yrs)	Low (11+)
Southern United Netball Association (SUNA) at Morphett Vale	1-2		1-2	Regional	<input type="checkbox"/>		
Port Road, Aldinga		1-4	1-4	District		<input type="checkbox"/>	

*Note; Since the development of the Netball SA State-Wide Facilities Audit and Master Plan the preferred location of netball facilities has shifted from the Marion Sports and Community Club Master Plan to Mitchell Park and Clovelly Park as the preferred sites for increasing the supply of netball courts in the City of Marion.

4. Objectives of the Development Plan in the area

b) the objectives of the Development Plan in the area where the project is to occur;

Mitchell Park, along with Council's other 3 major recreation/community complexes, has historically been located within the Residential Zone. Although these facilities have been located on their respective sites for a considerable period of time the current objectives of the Residential Zone do not appropriately support the historical/existing use of these facilities.

Council is currently seeking Ministerial approval to undertake a Development Plan Amendment (DPA) seeking the rezoning of a number of the larger facilities to Community Zone/Recreation Policy Area. This zone and policy area more appropriately supports the forms of development envisaged for the facilities in question, in particular Mitchell Park.

Within close proximity of the Mitchell Park oval is the Tonsley redevelopment site. The former Mitsubishi site has been rezoned to provide for the establishment of a wide range of employment generating and educational training and research activities as well as medium to high density residential development, ranging in density between 50 and 100 dwellings per hectare (net).

Flinders University and TAFE facilities are already operational on the site as well as a number of other businesses. Although there are to be areas of open space within the Tonsley site no large scale recreational space is proposed. It is anticipated that the Mitchell Park oval will take up this gap, being the choice for residents, students and workers of Tonsley.

Council has recently commenced a Housing Diversity DPA which seeks, amongst other proposals, an increase in residential densities in areas within 800 metres of designated transit corridors (in line with the directions of the State Government's 'The 30-Year Plan for Greater Adelaide'). Mitchell Park oval is less than 200 metres to the west of the Adelaide to Tonsley rail line, surrounded by residential development with the potential to be redeveloped at higher densities.

It is anticipated that with an increase in population in the surrounding area will come increased demand for recreational and community facilities. This demand would be covered in part by the upgrade/redevelopment of Mitchell Park.

Creating a community precinct for Mitchell Park and surrounds



5. Expected contribution of the project to economic development

- c) the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;*

About the City of Marion

The City of Marion is one of the state's larger metropolitan councils covering an area of about 55 km sq, and is located 10 km south of Adelaide stretching from the Glenelg tramline in Glandore to the coastal suburb of Hallett Cove.

The population of about 85,000 residents is showing healthy growth, due in part to overseas migration which welcomes newcomers from countries such as the United Kingdom, India, China, the Philippines, the eastern countries of Africa and many others.

The area features a diversity of housing, topography and cultures and has a significant industrial sector. Marion is home to the Living Kaurana Cultural Centre, the Marion Cultural Centre and Westfield Marion Shopping Centre, Tonsley, Cove Civic Centre and Oaklands Wetlands.

Economic Context

The City of Marion has a diverse economic base that is primarily centred around the Edwardstown industrial area, Science Park, Clovelly Park including the Tonsley redevelopment. Retail also plays an important role in the commercial life of the city with three major shopping centres at Hallett Cove, Castle Plaza (Edwardstown) and Westfield Marion which is the largest in South Australia.

As well as the Westfield development, the Marion Regional Centre is home to the South Australian Aquatic and Leisure Centre, a FINA grade swimming complex, the Marion Cultural Centre incorporating a theatre, art gallery, restaurant and library, a GP+ Health Centre and a range of other service operations both private and government. In addition, Flinders University and Flinders Medical Centre, both situated adjacent to Science Park, are major employers and have a significant influence on the area.

The City of Marion uses an economic modelling tool called REMPLAN™ created by Compelling Economics Pty Ltd. REMPLAN™ uses Census place of work data and national economic data to create a model of a particular regional economy. A summary of the latest analysis using the 2011 Census shows the top three industry sectors in Marion:

By output:

- Manufacturing – 24.2%
- Financial and insurance services – 14.7%
- Rental, hiring and real estate services – 10.6%

By employment:

- Retail - 22.4%
- Health care and social assistance – 12.5%
- Manufacturing – 10.2%

Analysis of economic impact of proposed development

The economic impact of the Mitchell Park Sports and Community Centre redevelopment project has two elements to it:

1. Economic benefits during construction phase based on project expenditure of \$19.7 million
2. Continuing economic benefits to the area as a result of increased usage of the centre and attraction of visitors

Construction Phase

The City of Marion utilising the REMPLAN economic modelling tool has used a model of the Marion economy to estimate the direct and indirect effects of the MPSCC construction phase on Marion. The model takes into account the type and scale of construction capability that is present in the city and uses this to assess the potential impact. The direct effects of the project result firstly in flow on industrial effects in terms of local purchases of goods and services and secondly in consumption effects created by a proportion of the wages and salaries being captured in the local economy.

It has been assumed that the total expenditure of \$19.7 million comprises \$18 million on actual physical non-residential construction activities and \$1.7 million on construction services including consultants. It has also been assumed that the construction period is over 12 months.

The full economic impact report is attached as Attachment 4 with the following summarising the analysis.

Impact Summary	Direct Effect	Industrial Effect	Consumption Effect	Total Effect	Type Multiplier	1 Type Multiplier	2
Output (\$M)	\$19.700	\$15.621	\$4.463	\$39.784	1.793	2.019	
Employment (Jobs)	36	52	18	106	2.444	2.944	
Wages and Salaries (\$M)	\$2.579	\$3.330	\$1.013	\$6.922	2.291	2.684	
Value-added (\$M)	\$5.197	\$5.787	\$2.586	\$13.570	2.113	2.611	

The estimated total economic benefits of the 12-month construction phase for the City of Marion are therefore:

- An increase in total output of \$39.784 million
- An increase in total employment of 106 jobs
- An additional \$13.570 million in wages and salaries
- Increased value-added of \$13.570 million

Operational Phase

Following completion, the new MPSCC will offer a range of new facilities and amenities which will allow for a substantial increase in the number of sporting and other events and activities hosted on the site far beyond those on offer now.

The project will contribute to sustainable economic growth through the additional usage of the precinct facilitated by the project and the attraction of visitors to the area that otherwise would not have come. These visitors will spend money with local businesses, either on site or nearby

and thus provide a stimulus for the economy. Given the regional nature of activities on the site, particularly the regional basketball facilities, it is anticipated that the majority of these visitors will be from outside the Marion area and a number from outside the Southern Adelaide region.

A base case has been developed which uses the existing visitation for each of the current clubs and activities on the site which estimates that there is currently a total of some 105,000 visits each year to the Mitchell Park site as shown in Attachment 6. Following the consultation process outlined above, a post-development case has been created, again analysing each of the current and new activities that will be hosted in the centre and supported by the new facilities, again shown in Attachment 6. These increases are based on the expected take up of the greatly improved and expanded infrastructure. There are three parts to this analysis:

1. Total visits related to current activities are anticipated increase to approximately 125,000 in each year, an increase of 21,000
2. The new facilities created on the site which do not exist at the moment such as a café, gym and function rooms are estimated to generate a further 160,000 visits per year
3. The indoor courts which will host basketball activities will add significantly to the usage of the site. Basketball SA estimates that a total of 260,000 visits per annum can be expected. Currently, the Marion Stadium on Norfolk Road attracts an estimated 150,000 visits over the year and therefore it is anticipated that the increase in attendance as a result of the new facilities will be 110,000.

The results of this work have been used to estimate the ongoing additional economic impact on the region attributable to the new development based on the estimated increase in visitation to the City of Marion using the following approach:

Increase in current visitation:	21,000
<i>Estimated number from outside Marion (50%):</i>	<i>11,000</i>
Increase in visitation - new facilities (café, gym, function rooms)	160,000
<i>Estimated number from outside Marion (50%):</i>	<i>80,000</i>
Increase in visitation from basketball:	110,000
<i>Estimated number from outside Marion (75%):</i>	<i>82,500</i>
Total estimated increase in visitation from outside Marion:	173,500
Estimated average expenditure per person per visit:	\$15
Estimated percentage of expenditure on food and beverage:	85%
Estimated percentage of expenditure on retail:	15%

Given the number of existing users of the current basketball facilities in Marion, it is assumed that the new facility will attract users from a wider area and it is reasonably expected a figure in the order of 75% will originate from outside of the City of Marion. With regard to the increase in visits attributable to the existing activities and the new café/gym/function rooms, it has been assumed that a lower percentage, 50% will be from outside Marion. It has also been assumed that a significant proportion of spend by visitors will be on food and beverage with a small proportion spent on general retail.

Using these assumptions produces an estimated increase in output (sales) over a 12-month period of \$2.6 million of which \$2.21 million would be spent on food and beverage and \$390,000 on general retail activities. These figures have been used as inputs to REMPLAN to estimate the economic impact on the City of Marion. As before, the model takes into account the type and scale of food, beverage and retail capability that is present in the city and uses this to assess the potential impact. The direct effects of the project result firstly in flow on

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industrial effects in terms of local purchases of goods and services and secondly in consumption effects created by a proportion of the wages and salaries being captured in the local economy. The full economic report is attached as Attachment 5 and the following summarises the results.

Impact Summary	Direct Effect	Industrial Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$2.600	\$0.786	\$0.772	\$4.158	1.302	1.599
Employment (Jobs)	26	3	4	33	1.115	1.269
Wages and Salaries (\$M)	\$0.820	\$0.202	\$0.175	\$1.198	1.246	1.460
Value-added (\$M)	\$1.303	\$0.357	\$0.447	\$2.108	1.274	1.618

The estimated total annual ongoing economic benefits of the increase in visitation stimulated by the project for the City of Marion are therefore:

- An increase in total output of \$4.158 million
- An increase in total employment of 33 jobs
- An additional \$1.198 million in wages and salaries
- Increased value-added of \$2.108 million

Cost Benefit Analysis

To assess the ratio of economic benefits to project cost, the following approach has been taken:

- Cost of project is \$19.7 million
- Benefits of the project on an ongoing basis are the increased output (revenue) generated annually within the City of Marion through increased visitation taken from the REMPLAN analysis estimated at \$4.158 million
- The net present value (NPV) of the annual economic benefits has been calculated using a 10-year timeframe (although the project will have an expected life far beyond this) and a discount rate of 5.3% based on SA Treasury guidelines for government projects

Using these assumptions, the NPV of the economic benefit to the City of Marion is \$31.64 million which results in a cost benefit ratio of 1: 1.61

Summary

The upgraded Mitchell park sports and community centre will contribute to economic growth in the region through:

- The creation of 106 jobs, both direct and indirect over the 12-month construction phase
- A further 33 jobs, both direct and indirect supported by the project on an ongoing basis
- A contribution to the economic output of the City of Marion of an additional \$4.158 million per year
- A cost benefit ratio of 1: 1.61

Impact on local businesses

The direct impacts on local businesses will generally be positive given the expected additional visitation to the area generated by the expanded Centre. This is estimated at a further 291,000 visits per annum or over 5,500 per week. The economic impact analysis estimates an increase in output (revenue) generated in the local economy of some \$4.158m p.a. Most of this expenditure will be on food & beverage and retail and businesses in the Mitchell Park/Marion/Park Holme area in particular are likely to benefit from an increase in trade given their close proximity to the Centre.

In line with the City of Marion procurement policy and procedures, tenders for the construction work will be undertaken in an open and transparent manner to ensure fair competition in the market place and to achieve value for money for the ratepayers. The City of Marion will work with successful tenderers to identify opportunities for maximising local content in this construction phase.

DRAFT

6. Level of consultation with the local community

- d) the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;*

Context

The City of Marion has based the community engagement framework on the International Association of Public Participation's (IAP2) Core Values. The City of Marion received endorsement from the IAP2 when it won their Core Values Awards in 2013.

IAP2 Core Values

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision

The City of Marion's Strategic Plan Towards 2040 ensures that our decisions are transparent and in the best interests of local communities.

'By 2040 our city will - Be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods'

Engagement conducted with community to date

Consultation has taken place in the following forms. A community survey was held in January and February 2013 in association with the development of the Mitchell Park Master plan.

Engagement with stakeholder groups occurred through the master planning process and more recently with the development of this project. See Attachment 7 Community Consultation plan.

Engagement

These groups comprise:

- Onsite Clubs
- Office for Recreation and Sport (consultative sessions)
- PIRSA (consultative session)
- Basketball SA and South Adelaide Basketball
- Flinders University
- Junction Australia

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- Regional Development Australia (consultative sessions)

City of Marion prepared a questionnaire to lead discussions with the clubs, based on general club structure, management and facility issues. Responses to survey and consultation are summarised in Attachment 7.

The top priorities once Mitchell Park is improved include a facility that is:

- Multi-purpose to cater for various sports and recreation activities
- Safe, appealing and inviting
- Used by a diversity of people and age groups

Desired improvements to existing infrastructure at Mitchell Park include:

Club facilities

- Major upgrade needed (or rebuilding) due to ageing clubrooms
- Larger, more welcoming clubrooms desired
- Car parking
- Lighting improvements
- Playing surfaces improvements

Engagement Activities with primary stakeholders occurred during March – June 2016

Engagement activities to date have been with primary stakeholders which have determined key design elements. Outcomes from the engagement activities in 2013 have been used to inform the concept plan and are reflected in this report.

Future engagement activities have been planned post Council endorsement of the funding application to ensure we manage the expectations of broader communities and the activation of broader community occurs with real opportunity to influence an outcome.

Key messages are developed to ensure that the engagement activities are prefaced with the knowledge that the development of the concept plan for a community precinct is subject to funding.

As per the principle we are guided by: Public participation includes the promise that the public's contribution will influence the decision. The purpose of our broader community engagement will be to inform the detailed design and in the event of funding being unsuccessful, the engagement outcomes will inform council's decisions to deliver the project by other means

Level of Engagement	Purpose	Stakeholder	Technique
Inform	<ul style="list-style-type: none"> • Build support and understanding for the concept design and funding application • Promote engagement outcomes with primary stakeholders to date and how this has informed funding submission • Manage community 	Broader Community and stakeholder organisation's	<ul style="list-style-type: none"> • Media release • Web page information • Letter to directly affected residents • Making Marion webpage – engagement specific website with online tools

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Level of Engagement	Purpose	Stakeholder	Technique
	<p>expectations that development is subject to successful funding application</p> <ul style="list-style-type: none"> • Build support and understanding for the funding application process 		
Consult	<ul style="list-style-type: none"> • Seek feedback on plan and activate community for future engagement activities • To strengthen level of broader community support for the project and its design • To use the feedback to inform detailed design 	Broader Community and stakeholder organisation's	<ul style="list-style-type: none"> • Project Flyer • Online comments form/survey • Shopping centre stalls • Registration of interest forms • Stakeholder group face to face meetings
Involve	To seek Expression of Interest (EOI) for use of facilities	Community Groups	<ul style="list-style-type: none"> • Stakeholder interviews Sports and recreation stakeholders: • Peak bodies • Existing users • Local clubs and organisation's • Special needs groups • Potential users • Potential facility managers •
Inform	<ul style="list-style-type: none"> • Provide updates on the funding application process • To provide details about future engagement opportunities based on outcome of funding application 	Broader Community and stakeholder organisation's	<ul style="list-style-type: none"> • Community Update/flyer • Media release • Web page information • Email and letter to engaged stakeholders • Making Marion webpage

7. Business Needs Analysis

7.1 Market Potential

Community Recreation and Sport needs

Facility Supply and Demand in Southern Adelaide

It is important to have a broad understanding of relevant trends in the participation of sport and recreation activities to not only highlight the sports in demand but also gaps in provision and additional opportunities that may be considered as complimentary activities that may be accommodated in a new regional complex.

Consideration of broader opportunities will also reduce the likelihood of potential duplication or over supply of facilities.

The following trends and analysis have been identified through government based research reports.

Trends in Sport and Active Recreation

Trends in Sport and Active Recreation Participation by Children (5-14 years)
Australian Bureau of Statistics National Data (2000 compared to 2009)

Sport (Presented in Order of Participation Based on 2009 data)	2000 %	2009 %
Bike Riding (including BMX)	63.8	60.4
Skateboarding, rollerblading	30.9	n/a
Skateboarding, rollerblading, riding a scooter	n/a	49.3
Swimming	14.4	18.5
Dancing	10.4	14.3
Soccer (outdoor)	11.4	13.2
Australian Rules Football	6.6	8.6
Netball	9.1	8.4
Tennis	8.5	7.9
Basketball	7.6	7.4
Martial Arts	4.0	5.7
Cricket (outdoor)	5.3	5.2
Gymnastics	2.6	4.6
Rugby League	3.6	3.6
Athletics, track and field	3.9	3.3
Soccer (indoor)	n/a	2.8
Hockey	2.4	2.1
Other organised sports	14.1	14.0

The trend data for 5-14 year olds highlights that:

- Bike riding is a key activity even though there has been a slight decrease in participation
- Skateboarding remains strong
- Riding a scooter is potentially a key activity that will increase demand for hard surfaces

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- Participation in Australian rules football and soccer has increased and is strong
- Although participation in netball, tennis and basketball has declined slightly in younger children these are still key participation activities and participation remains high.
- A number of activities that require indoor spaces have experienced an increase in participation (e.g. dance, martial arts, gymnastics)

Trends in Sport and Active Recreation Participation by 15 year olds and over ERASS Data Australian Sports Commission for South Australia (2001 or 2004 compared to 2010)

Sport (Presented in Alphabetical Order)	2001 %	2010 %
Aerobics/ Fitness	12.3	24.3
Athletics, track and field	0.6*	0.7
Australian Rules Football	3.7	5.2
Badminton	1.3*	0.8
Baseball	0.6*	0.3
Basketball	3.7	3.5
Cricket (outdoor)	2.7	4.1
Cycling	8.5	11.5
Dancing	2.0	1.7
Golf	7.4	5.3
Gymnastics	0.4*	0.4
Hockey	1.0	1.0
Horse Riding/ Equestrian	1.1	0.6
Lawn Bowls	2.8	3.2
Martial Arts	1.8	2.1
Netball	5.9	6.1
Roller Sports	0.6*	0.2
Rugby League	0.3*	0.2
Rugby Union	0.3*	0.5
Running	5.2	9.6
Soccer (indoor)	1.1	1.6
Soccer (outdoor)	3.8	3.4
Softball	0.6*	0.2
Squash/ racquetball	1.1	0.6
Surf Sports	2.2*	2.0
Swimming	11.1	10.1
Table Tennis	1.0	0.9
Tennis	7.7	7.0
Touch Football	1.0*	0.6
Volleyball	1.9	1.6
Weight Training	2.2	3.5
Yoga	1.4	3.2

* 2004 data (2001 data not available)

The trend data for 15 year olds and over highlights that:

- Netball participation has grown from 5.9 to 6.1%
- Basketball remains a key activity for adult participation.
- Participation in aerobics and fitness and weightlifting has increased significantly
- Participation has increased for a number of traditional sports, including Australian rules football, cricket and netball
- Tennis remains a key activity, even though participation has decreased slightly

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- Participation in casual activities such as cycling and running has increased substantially

Existing Council Owned Sports Facilities in Southern Adelaide

Facility	City of Onkaparinga	City of Holdfast Bay	City of Mitcham	City of Marion	Total
Regional Indoor Sports complex 6+ courts	0	0	0	0	0
Indoor Sports Courts	16	0	2	6	24
Ovals	25	4	8	10	47
Playing Fields Soccer/Rugby	12	2	5	5	24
Tennis Courts	111	52	82	77	322
Tennis/Netball Courts	62	2	5	12	81
Skate Parks	15	1		3	19
Lawn Bowls/croquet	4 croquet 22 Bowls rinks	15 rinks	13	12 rinks	66
Athletics	1 over laid on Flagstaff Hill Oval	1	0	1 informal running track	3
Aquatic Centres	1 + 3 commercial	0	0	2 (1 Regional, 1 x 50m leisure pool)	3
Diamond Sports (Baseball/softball)	4	0 (2 in Adelaide Shores)	2	0	8
Hockey	2	1	0	0	3

Facility Benchmarks

The Table Below provides the Parks and Leisure Australia benchmarks for Facilities. The standards below are a general guide that can be used to calculate potential demand for types of facilities.

Facility Type	Parks and Leisure Australia- Benchmark
Regional Indoor Sports Centre	1:250,000 6+ Courts
Basketball Courts	1: 3,000
AFL Oval	1 : 5,000
Oval Cricket	1 : 9,000
Other Playing Fields and Pitches	1 : 4,000
Tennis Courts	1 Court : 1,875 1 Club Facility (8 Courts) : 15,000 1 Regional Facility (Min 12 Courts) : 45,000
Netball Courts	1 : 4,000
Lawn Bowls	1 green : 12, 500
Aquatics	1 : 150,000 FINA Standard competition pool 1 : 75,000 25m or 50m recreation/competition pool 1 : 30,000 25m/leisure pool
Athletics	1 : 250,000 regional level (synthetic track)
Hockey	1 : 75,000
Diamond Pitches	1 : 17,500
Skate Park	1 ; 25,000
BMX	1 : 50,000 Regional 1 : 20,000 District
Regional Indoor Rec Centre	1 : 50,000 to 100,000
Golf Course	1 : 30,000

Potential Demand for Facilities in Southern Adelaide

The potential demand for facilities is identified in the table below based on the Parks and Leisure Australia benchmarks for Facilities.

Facility	City of Onkaparinga	City of Holdfast Bay	City of Mitcham	City of Marion	Total
Regional Indoor 6+ Courts	Regional Population 355, 139				1.5
Indoor Sports Courts	55	12	20	29	116
Ovals	33	7	12	17	69
Playing Fields Soccer/Rugby	41	9	15	22	87
Tennis Courts	89	20	33	47	189
Netball Courts	41	9	15	22	87
Skate Parks	6	2	2.5	3.5	14
Lawn Bowls Greens	13	3	5	7	28
Athletics (Regional Track)	Regional Population 355, 139				1.5
Aquatic Centres	2	.5	1	1	5
Diamond Sports (Baseball/softball)	9	2	3	5	19
Hockey	2	.5	1	1	4.5

*Based on PLA Benchmarks and 2014 population data

Demand v Supply – Southern Adelaide Metropolitan Councils

Facility	Actual Supply	Potential Demand	Over or Under Supply
Regional Indoor Facility 6+ Courts	0	1.5	-1
Indoor Sports Courts	24	116	-92
Ovals	47	69	-22
Playing Fields Soccer/Rugby	24	87	- 63
Tennis Courts	322 (68 Community Courts)	189	+133
Tennis/Netball Courts	81	87	- 6
Skate Parks	19	14	+5
Lawn Bowls/croquet	66	28	+38
Athletics	3 local level facilities 0 regional	1 Regional	-1
Aquatic Centres	1 Regional 2 District +3 Private	5	+ 1
Diamond Sports (Baseball/softball)	8	19	-11
Hockey	3	4.5	-1.5

*Based on PLA Benchmarks and 2014 population data

Note; the analysis in this section of the report only considers council owned facilities and does not take into account school facilities or privately owned facilities.

Facility Supply and Demand Analysis

The major findings of the Demand vs supply data are;

- Under supply of regional indoor sports facilities. There is currently no regional level indoor sports facility available in southern metropolitan Adelaide.
- There is a major under supply of indoor sports courts across the southern region of Adelaide.
- There is an under supply of ovals and open space playing fields.
- There is a major over supply of tennis courts
- There is an under supply of netball courts
- There is an oversupply of lawn bowls facilities
- There is an under supply of Baseball and softball facilities.

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Community Needs Analysis

The main characteristics of this population as at 2011 and the potential implications for the Mitchell Park are outlined below.

Topic	Characteristics	Implications
Age Profile	<ul style="list-style-type: none"> 19.6% are classified as Parents and Homebuilders marginally lower than Greater Adelaide at 20.9%, the highest in Edwardstown (21.4%) Babies and pre-schoolers in catchment and Greater Adelaide area account for 6.0% of persons. Clovelly Park highest at 6.7%. Lower proportion of children at school 12.4% against 15.6% within Greater Adelaide. Clovelly Park the highest at 14.6% Higher proportion of those entering Tertiary Education and/or Independence at 11.1% vs 9.8% in Greater Adelaide. Ascot Park the highest at 12.3% Higher proportion of those within Young Workforce (17.1%) against Greater Adelaide at 13.4%. Ascot Park the highest (20.5%) Similar proportions of older works entering pre-retirement phase (12.3% v 13.1%) .Edwardstown on par at 13.1%. Lower proportion of Empty Nesters (8.3%) v's Greater Adelaide at 10.2%. Mitchell Park higher than catchment at 9.6% Higher proportion of those aged 70 years and above (Seniors / Elderly 13.3% compared to Greater Adelaide at 11.1%. Mitchell Park higher at 14.7% 	<ul style="list-style-type: none"> The need to consider active recreation opportunities (e.g. programs, activities, entertainment) aimed at middle aged and older people Greater demand for family oriented open space and facilities including play spaces for younger and older children including sport and entertainment for teenagers Junior sports will remain important
Cultural Diversity	<ul style="list-style-type: none"> Lower proportion of those born in Australia compared to Greater Adelaide at 70.2%. Edwardstown the highest at 72%, while Mitchell Park the lowest at 64.4% Lower Proportion (32.6%) English Ancestry compared to Greater Adelaide at 37.3% Lower Proportion (30.9%) Australian Ancestry compared to Greater Adelaide at 32.3% Higher Proportion (6.2%) Chinese Ancestry compared to Greater Adelaide at 2.9% Higher Proportion (3.1%) Indian Ancestry compared to Greater Adelaide at 1.6% Slightly higher proportion of Aboriginal or Torres Strait Islanders within the area at 1.7% vs 1.3% in Greater Adelaide 	<ul style="list-style-type: none"> Need for a wide range of sport and recreation opportunities for a diverse community Need to consider programs and activities that include linguistically-accessible options

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Topic	Characteristics	Implications
Household Structure	<ul style="list-style-type: none"> • Very high proportion of lone household in the area at 37.9% against Greater Adelaide at 26.7%. The largest percentage difference within Middle Aged at 12.8% v 9.0% • Lower proportion of Households with children at 30.3% v 39.5% within Greater Adelaide. • Clovelly Park the having the highest proportion at 36.1% • 63.6% of households in the area have no children, the highest proportion located in Ascot Park at 69.4% • Lower proportion of Couples with children (20.1%) against Greater Adelaide (28.5%), the highest in Clovelly Park at 26.4% • Similar proportion of Single Parent families at 10.3% vs 11.0% in Greater Adelaide region. Ascot Park the highest at 11.4% • Lower proportion of couples with no children at 21.3% vs 25.5% in Greater Adelaide area. The highest proportion located in Ascot Park at 22.9% 	<ul style="list-style-type: none"> • High demand for group activities and entertainment options for social interaction and inclusion • Demand for family oriented activities and facilities e.g. play spaces and related infrastructure is likely to remain moderate
Household Income	<ul style="list-style-type: none"> • Significantly higher proportion of those with a low household income quartile (\$0 to \$554) compared to Greater Adelaide at 23.6%. • Mitchell Park the highest proportion within this cohort at 34.8% • Higher proportion of those within a medium lowest household income quartile (\$555 to \$1,042) at 26.1% compared to Greater Adelaide at 24.1%. • Lower proportion of those within a medium highest household income quartile (\$1,043 to \$1,869) at 23.5% compared to Greater Adelaide at 25.3%. • Significantly lower proportion of those within the highest income quartile (\$1,870 +) at 18.1% compared to Greater Adelaide at 27.1%. Edwardstown and Clovelly Park the highest in the catchment at 19.7% and 19.9% respectively 	<ul style="list-style-type: none"> • Affordability would be very important for sports and recreation participation
Access to Motor Vehicle	<ul style="list-style-type: none"> • Significantly higher proportion of those with NO motor vehicle at 15.8% v Greater Adelaide at 9.2% • The highest proportion within the area was found within Edwardstown with 18.8% having no vehicle. • Of all those within City of Marion who do 	<ul style="list-style-type: none"> • A large proportion of the community may not have the ability to travel to facilities by private vehicle • Potential high demand for use of public or community transport, and walking and cycling as a means of

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Topic	Characteristics	Implications
	<p>not have a motor vehicle, 31.2% are located within the catchment defined, indicating a large proportion of this community may not have the ability to travel via private vehicle.</p> <ul style="list-style-type: none"> This is also shown with lower proportion of those travelling to work via car as a driver at 58.6% v Greater Adelaide at 64.4% Those travelling to work via Train (7.0%), Bus (6.6%) higher than Greater Adelaide at 2.1% and 5.9% respectively 	travel
Disability	<ul style="list-style-type: none"> Higher proportion of those requiring assistance with core activities was noted within the catchment at 6.6% compared to 5.4% in Greater Adelaide region. Mitchell Park the highest area within the catchment requiring assistance at 7.7% 	<ul style="list-style-type: none"> Disability access is important and could require even greater attention as the population ages
Employment	<ul style="list-style-type: none"> Significantly higher unemployment within the catchment at 10.6% compared to 5.9% within the Greater Adelaide region. Ascot Park unemployment rate at 9.3% Total labour force within area is 7,357 accounting for 17.3% of City of Marion total labour force Mitchell Park accounting for 30.4% of the labour force within the catchment. Similar to Greater Adelaide at 18.1%, 18.9% of the catchment hold a Bachelor or higher degree The highest proportion 23.0% located in Ascot Park 47.2% of those within the catchment hold no qualification on par with Greater Adelaide at 46.3%. Mitchell Park and Edwardstown equal highest proportion at 48.1%. 	<ul style="list-style-type: none"> Access to programmes that enable becoming 'job ready' is important. Opportunities for informal training, volunteering etc. is important
SEIFA index	<ul style="list-style-type: none"> All areas located in the catchment have a SEIFA rating at or below the National Average of 966. The lowest SEIFA rating was found for Mitchell Park at 898.0, followed by Edwardstown at 936.5 	<ul style="list-style-type: none"> Delivery of programs which seek to build community capacity and address social and economic disadvantage
ERP 2011 Population forecast	<ul style="list-style-type: none"> 20.3% of total City of Marion Population 33.9% (5,120) increase forecast to 2036 Population Density per hectare 19.09, higher than Marion at 15.87 Population Density forecast to increase to 25.56 by 2036 above Marion at 17.86 per 	<ul style="list-style-type: none"> Increased community demand for open space

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Topic	Characteristics	Implications
	hectare <ul style="list-style-type: none"> • Ascot Park has highest population density at 29.77 per hectare • Close to 75% of the forecast increase is expected within Clovelly /Bedford Park (40%) and Edwardstown (33%) 	

Note: All data refers to ABS 2011 Census data and Forecast ID data.

Potential market segments and services

Target Market	Strategies
Basketball SA	<p>Provide a venue with the capacity to host district and state level championship events on a regular basis.</p> <p>This will create tourism opportunities for the southern metropolitan region of Adelaide.</p> <p>Basketball holds a number of state and national tournaments (http://www.basketballsa.com.au/index.php?id=21). There is an opportunity for the stadium to apply to host some of these championships which attracts hundreds of players and supporters.</p>
South Adelaide Basketball Club	<p>Minimum of four courts is required to support the basic needs of the club. The club will be the primary user of the court space in the evening and weekends.</p> <p>Use will include; All levels of men's, women's and underage district level basketball competition, Social basketball, Mini Ball, Primary school basketball and training.</p>
School Use	<p>Offer use to both primary and secondary schools in the region to ensure court space is filled on off peak times.</p>
Community & Neighborhood Centre	<p>Current facilities at Mitchell park are not adequate to meet the demand in the region</p> <p>Community programs include;</p> <ul style="list-style-type: none"> ▪ Support programs or new arrivals ▪ New arrivals refugee immunization ▪ Asperger's group ▪ Literacy ▪ Babies Playgroup ▪ Computer training courses ▪ Flexi Fitness ▪ Sewing and Crafts ▪ Walking Group
Youth Programs	<p>The evolving demographic in the suburbs of Mitchell Park and Clovelly Park and the growth of the university's and TAFE in the Tonsley site will create an increasing demand for activities for youth and younger adults.</p> <p>A new venue would host youth based programs - social inclusion programmes to protect 'at risk' youth</p>
Private Hire	<p>There are limited opportunities for available spaces in the region. Many of the venues available are small ageing buildings, providing low quality spaces. Higher quality venues are required to meet the</p>

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Target Market	Strategies
	community's expectations and demand.
Council Use	Provide spaces for functions/meetings and events
Community groups and activity meeting space	Provide spaces for functions/meetings and events
Mitchell Park Football Club	Provide Clubroom/bar/change rooms/Toilets/office spaces connected to open space areas
Mitchell Park Cricket Club	Provide Clubroom/bar/change rooms/Toilets/office spaces connected to open space areas
Mitchell Park Rugby Club	Provide Clubroom/bar/change rooms/Toilets/office spaces connected to open space areas
Mitchell Park Netball Club	Provide Clubrooms and courts space to support netball
Dover Gardens Dog and Kennel Club	Provide Clubroom/bar/storage/Toilets/office spaces connected to open space areas
Step Into Life	Personal Trainer utilising open space areas and fitness trail and fitness equipment available at the Mitchell park site.

Broader Opportunities – Tonsley

The Government of South Australia approved the Master Plan in March 2012, enabling work to begin immediately on the former industrial 61-hectare site. The Master Plan for Tonsley's evolution establishes the site as a platform for economic growth.

The Master Plan illustrates how Tonsley will become a centre for innovation and productivity. An attractive Town Square will become the heart of Tonsley's social activity, drawing residents, workers and students to the centre of the site.

Design features will honour the site's rural and industrial history and point to its future.

Proposed land uses include:

- Commercial and high-value industrial businesses (70%),
- Residential accommodation (18%),
- Education (10%),
- Retail (2%).

It is anticipated that the Tonsley redevelopment will cater for an additional 1200 residents. The project will provide key community facilities and services to support the growth expected in the Tonsley site.

Broader Opportunities – Flinders University

Flinders University which has facilities located on Tonsley and has its main campus adjacent, currently provides a range of sport and recreation facilities that link to the older southern areas of the university campus.

- 2 indoor sports courts (basketball, netball, volleyball, badminton)
- Playing fields (cricket, soccer, touch, baseball, softball, football)
- 4 hardcourt tennis
- 25 sporting clubs
- Gym, cardio, group fitness, personal training
- Social sports (basketball, netball, futsal, squash)

Developing new facilities at the Mitchell park site will potentially provide a range of tangible benefits to the University.

- A closer link to recreation and community services for the northern campus at Tonsley.
- Ensure there is the provision of first class sport and recreational facilities for students to utilise.
- Increase participation in sport and recreation activities and catering for the expanding number of students.
- Provide health and fitness opportunities to students.
- Provide a range of lifestyle benefits that may attract international students to the University.
- Link university sports science courses and research
- Continue the expansion of the universities programs and services.

Broader Opportunities – Neighbourhood Centre

The City of Marion operated neighbourhood centre currently runs a number of programs including Adult Community Education (ACE) and other community programs in association with students from Flinders University in the discipline areas of law and allied health.

The University is currently also conducting a research project at Tonsley called the 'Living Laboratory' for ageing. These types of programs can connect Tonsley to the wider City of Marion community.

7.2 Business direction and Site Operations

The project requires the establishment of a sustainable management structure with shared core administration services that will activate the site, and support clubs and community groups to nurture and grow their activities and participation.

This will be achieved through the establishment of a skills-based Committee of Management including skills covering sports and recreation, board management and governance, commercial and business development, marketing, community development, asset management, and financial management.

The Committee of Management governance arrangements will be consistent with the governance principles for sports, published by the South Australian Government's Office for Recreation and Sport.

A new head lease agreement is proposed to be executed between the City of Marion and the Committee of Management. The head lease would be a modernised lease document, consistent with the City of Marion's Land and Property standard lease templates and revised Leasing Policy (currently in progress). Similar to the current arrangements, sub-licence arrangements would be put in place between the Committee of Management and the individual sporting clubs and tenant groups modernised and updated to reflect licence conditions.

Current governance and management model

The current licence arrangements for Mitchell Park includes the following:

Mitchell Park Sports and Community Club Inc.

There is a licence agreement in place between the City of Marion and the Mitchell Park Sporting and Community Club Inc (MPSCC). The term of the licence is for 5 years commencing 1 March 2012 and expiry 28 February 2017.

The annual fee is \$2,845 excl. GST and a maintenance fee of \$120 p.a. There is a schedule which describes maintenance and repair obligations between the City of Marion and MPSCC.

Dover Gardens Kennel and Obedience Club Inc.

There is a standalone licence between the City of Marion and the Dover Gardens Kennel and Obedience Club. The licence period was for a 15-year term from 17 December 1993 to 14 December 2008, with a 21-year extension through to 14 December 2029.

Licence fee of \$0.10 per annum. The licence describes the areas and times and when the Dog Club has access to the facilities.

For the Norfolk Road basketball facility, there is a lease in place between the City of Marion and The Marion Sports Committee. There is a sub-lease between the Marion Sports Committee and Basketball SA. It should be noted that the courts are utilised by the Southern Adelaide Basketball Club (the Panthers). This lease arrangement is currently under review with a potential lease between the City of Marion and Basketball Sa

Consultation with Clubs and existing Management Committee

On 2 June 2016 Council staff and representatives of the existing clubs and the management committee meet to discuss options for the ongoing management of the site. This included the consideration of a new constitution leading to a Single Management Structure.

Future Governance and Management model – Single Management Structure

The description below outlines the proposed governance, management and operations arrangements that would sit with a new constitution.

It is proposed that there will be a licence agreement between the City of Marion (as asset owner/landlord) and the Mitchell Park Sports and Community Centre (MPSCC) Inc (newly established Committee of Management). There is a licence agreement currently in place, and it is recommended that new licence agreement is drafted and executed based on a modernised licence arrangement matched to the new facility and taking into account key principles such as the City of Marion being responsible for all repairs and maintenance.

It is proposed that modernised sub-licence agreements are drafted and executed between the MPSCC Inc. and each of the sporting and community clubs. The sub-licence agreements will describe access arrangement and times as well as licence fees payable to the MPSCC Inc.

The head lease will include a schedule of responsibilities and liabilities of Council and the Committee of Management as well as a series of strategic objectives aimed at maximising use of the facility for community benefit. The proposed distribution of these responsibilities and potential revenue from license fees is outlined in Attachment 4.

It is anticipated that a range of operational responsibilities and liabilities will be delegated by the Committee to the tenant clubs within the terms and conditions of the individual sub-licences as appropriate to the individual clubs' operations.

The transition to the new management arrangements will require the development of a new constitution in collaboration with the existing affiliated clubs and project stakeholders. The new Committee of Management will need to be established approximately 6 months prior to the opening of the new facility so as to commence its strategic plan and prepare for operations. The new committee would therefore commence during the construction of the project. The two year Council funded manager will be the resource for calling expressions of interest for skills based candidates to the new Committee of Management and will establish the procedures for Council to review and appoint candidates to the new committee

It is anticipated that the development of the new head lease and sub-licences will commence immediately once full project funding is confirmed. This will also trigger discussions with the Committee of Management on the timetable for transition, including establishment of the new board at an Annual General Meeting of the Committee of Management.

The sub-licence fee for Basketball SA is a high-level estimate only based on best estimates of revenues (based on court utilisation, player numbers, player fees) less costs.

Basketball will be the predominant user of the site and the relationship with Basketball SA is fundamental to the success of the facility. Currently, it is proposed that the licence fee is based on ensuring that Basketball SA is financially sustainable and flourishes at the MPSCC site, but not formulated in a way in which Basketball SA can generate substantial profit from operations whilst paying a fixed sub-licence fee. Hence, the proposal is for the site to be operated based on an open-book philosophy for an initial period (e.g. two years) to be able to understand and set an appropriate sub-licence fee.

The following table lists key governance elements for the MPSCC and provides an overview in relation to how they should be implemented (this should be reflected in a Committee of Management Terms of Reference and aligned with the head licence agreement between the City of Marion and MPSCC).

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Terms of Reference	Overview
Committee of Management - Membership	<p>The proposed MPSCC Committee of Management is proposed to be recruited on a skills-basis, as opposed to a representative basis, including members who have requisite skills and experience in key areas, including (for example): Sports and recreation experience, commercial and business development, financial management, community capacity building, strategy and marketing.</p> <p>It is proposed that the MPSCC Committee of Management includes Council representation. The purpose of this recommendation is to ensure that the City of Marion's interests, as asset owner, are appropriately represented. Consistent with good governance principles, the Council member(s) should not be the Chair of the overarching committee.</p> <p>It is proposed the Committee of management is comprised between five and nine members, including the Chair. All members should be independent (other than the Council Elected Member) and have a sufficient blend of experience, skills, and diversity to effectively carry out its role.</p>
Nomination process	<p>The process for establishing the Committee of Management could include the following two-stage process</p> <p>Election of a Chair – The election of the Chair should be performed by the City of Marion Council based on an advertised process and nomination of a short list of candidates by the Administration</p> <p>Election of the members – The election of members should be performed by the City of Marion Council based on an advertised process and nomination of a short list of candidates by the Administration and the Chair.</p>
Term of Members	<p>There should be a defined term associated with the appointment to the Committee of Management (e.g. 2-4 years) with a maximum number of renewals (up to three terms). Terms of members should be staggered to ensure that there is continuity in membership.</p>
Roles and responsibilities	<p>Roles and responsibilities should be described for the Chair and Members as well as the role of the Administration (e.g. the Administration may attend the Committee of Management meetings as observers), as well as delineation between the roles and responsibilities of the Committee of Management and other stakeholders (e.g. Council, centre management).</p>
Purpose and key objectives	<p>Purpose and key objectives e.g. sporting and recreational objectives, participation, community well-being, sustainable financial management. The requirement for the MPSCC to develop a strategic plan should also be specified.</p>
Evaluation and monitoring	<p>Establishment of an effective and efficient monitoring and evaluation system for the Committee and Management including financial and non-financial reporting and monitoring and outcomes in relation to the implementation of strategies.</p>
Policy framework – Alignment with City of Marion policy	<p>The policy framework for the MPSCC should align with the City of Marion's policy framework.</p>
Financial management	<p>The MPSCC will be required to publish annual reports including audited financial statements.</p>
Committee of Management Processes	<p>MPSCC Committee of Management meeting processes in relation to formal agendas and minutes, planned annual activities should be well defined</p>

MPSCC Staffing strategy

The proposed staffing strategy for the MPSCC includes the following:

Centre Manager – Roles and responsibilities of the Centre Manager will include all general management functions for the Centre as well as a high degree of stakeholder consultation and communication across all of the individual clubs, the City of Marion, users, resident groups and other interested stakeholders. This position is planned to be equivalent to the City of Marion Level 8 staff level. It is envisaged that a Centre Manager will be onsite 9 am - 5 pm, seven days per week (and therefore will be a shared role).

Centre Assistant(s) – Roles and responsibilities of administration staff will include assisting the Centre Manager, reception-related duties, including potentially collection of player payments/court fees in relation to non-basketball activities and kiosk operations. This position is planned to be equivalent to the City of Marion Level 6 staff level. It is envisaged that a Centre Assistant will be onsite 3 pm -11 pm, seven days per week (and therefore will be a shared role).

Bar and Kitchen staff – It is proposed that the bar is operated by the MPSCC staff which will require a bar operations manager as well as casual bar staff. Level 4 staffing level. Currently, estimated 4 hours per day, seven days per week x 2 people (however, this is a high-level estimate only).

Kiosk staff – Staff will be required to operate the kiosk on the ground floor of the Centre. It is proposed that these staff will be casuals (staff level 1) and that the kiosk is open from 4 pm till closing each evening depending on demand).

The staffing strategy is based on the MPSCC Committee of Management employing the staff. The staffing levels are indicative and based on City of Marion staff structures. The following notes outline the key distinctions in relation to MPSCC staffing and club staffing arrangements.

Basketball SA will be responsible for coordinating all basketball court activities such as programming of court usage and collection of all court fees and related payments. It should be noted that the courts, whilst will predominantly be utilised for basketball, may also be utilised for other sporting and recreational activities such as indoor soccer or indoor netball which should provide an additional source of revenue from the courts. The programming of these activities, and associated collection of court fees will most likely reside with the MPSCC staff however, this would require close coordination with the Basketball SA programming coordinator(s).

The Neighbourhood Centre is a standalone service provided by the City of Marion, with Neighbourhood staff being City of Marion employees (and volunteers). Staffing of the Neighbourhood Centre is considered separate from the MPSCC staff arrangements. The floorplan for the new Centre provides office space for club representatives who will be onsite from time-to-time.

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Position	Level	Working hours	Total hours / week	FTE	Salary (incl.17% on costs)	Totals
Centre Manager	8	9 am - 5 pm x 7 days	56	1.4	\$127,056	\$177,878
Centre Assistant	6	3 pm – 11 pm x 7 days	56	1.4	\$104,655	\$146,517
Bar	4	6 pm - 10 pm x 7 days	28	0.75	\$87,162	\$61,013
Kitchen	4	5 pm - 9 pm x 7 days	28	0.75	\$87,162	\$61,013
Kiosk	1	4 pm – 11 pm x 7 days	49	1.31	\$58,930	\$72,190
Total						\$518,612

The head lease agreement will be the principal instrument between the City of Marion and the Committee of Management. It should include key performance indicators and targets relating to the strategic and growth objectives that the City of Marion requires the Committee of Management to aspire to achieve. It should reference the need to develop a strategic plan.

The City of Marion's operations in relation to the MPSCC will continue to include maintenance activities: grass cutting, annual oval renovations, tree maintenance, irrigation maintenance, playground maintenance, etc.

All capital renewal and maintenance obligations (and associated expenditures) will reside with the City of Marion. The rationale for this recommendation is that the City of Marion is the asset owner, and it provides full clarity in relation to obligations, and helps the City of Marion to maintain its investment in the facility. This also removes previous uncertainty and addresses historical underspend by clubs on maintenance activities due to their limited financial capacity. The City of Marion will be responsible for all building-related insurances. The Committee of Management will be responsible for relevant public liability insurances. The individual clubs should hold insurances relating to their member's activities.

The Committee of Management will be responsible for:

- development and implementation of a strategic plan including growth targets
- management of the overall operations of the MPSCC expenditures relating to the overall operations e.g. utilities, cleaning, security, administration
- It is envisaged that to realise the potential of the proposed MPSCC the facility will need to employ a full-time manager (at a minimum for a two-year transition period). A key focus for this position will be to foster growth in use of the facility. It is envisaged that the City of Marion will have to subsidise the salary costs associated with this management position (proposed to be Level 8 equivalent and potentially seconded from the City of Marion in the first instance). This level of subsidy will be 100% for the transition period, to be re-assessed in the future. There may be an ongoing requirement for the City of Marion to subsidise the salary of the manager depending on needs and the overall growth and capacity of the Committee of Management and Clubs to pay for this position on an ongoing basis.
- The Committee of Management will charge individual clubs a management fee. This facility will be subsidised by the City of Marion within the two-year transition period up

to the amount that clubs are currently paying for services covered by the management fee.

- The re-developed MPSCC facility will include a bar, function and kiosk which are proposed to operate under a single operations model operated by the Committee of management.
- Sporting Clubs will continue to manage their own affairs in the same manner in which they currently do, with the key changes including:
 - Representation to the Committee of Management will be via an advisory committee (with the Committee of Management transitioning from a representative committee to skills-based committee)
 - They will enter into a new sub-licence arrangement between the individual club and the Committee of Management
 - Sporting clubs will be required to pay the management and facilities fee to the Committee of Management on the basis of cost re-imbursement for operational expenditures (e.g. utilities) (which will not be materially different from historic expenditures) and a contribution to fund growth.
- They will have access to a new, multi-use facility, as opposed to stand alone/separate clubrooms for each sport. This will mean that there is greater opportunity for cross-interaction between the clubs but brings with it additional responsibilities in relation to shared resources, respect, etc.
- If new clubs attracted to the complex will fall under the same arrangements as all current clubs as detailed above.

8. Project's intention to produce revenue, revenue projections and potential financial risks

- e) if the project is intended to produce revenue, revenue projections and potential financial risks*

This project is not intended to provide increased revenues to Council.

Council's Leasing/Licensing policy is currently under review and the proposed head lease agreement for the facility will be based on a discounted commercial rate to ensure a fair outcome for both the Mitchell Park Sports and Community Centre Committee of Management and Council.

Increases to revenue are discussed in the KPMG report (Attachment 4). This revenue will be collected by the Mitchell Park Committee of Management and used to fund the increased cost of operating and managing the facility.

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9. Recurrent and whole-of-life costs and financial viability

- f) *the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;*
- g) *the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the Council;*

For the purpose of establishing whole of life costing for the City of Marion's Mitchell Park Sports & Community Centre redevelopment, the following assumptions have been used:

Redevelopment Capital Costs

High level costs for this project have been prepared by Rider Levett Bucknall Consulting based off architectural drawings provided by Architect Studio Nine. The overall capital budget required for the project, which is priced at current rates with an allowance for indexation to 2019 dollars, is currently estimated to be \$19.753 million.

Operating, Maintenance and Capital Renewal Costs

Under the current lease agreement, the Lessee is responsible for the majority of the operating and maintenance costs, while Council's responsibilities predominantly relate to structural renewal and replacement of the facility at the end of its useful life (projected at 50 years).

It is proposed that Council will be responsible for asset management, repairs and maintenance and grounds maintenance under the new head lease agreement. Where required, the City of Marion will need to subsidise the operation of the Centre, which will need careful controls in relation to budgeting, reporting and monitoring. A suitable agreement will be required to be put in place to ensure a fair outcome for both the Mitchell Park Sports & Community Centre management committee and Council.

Based upon the 10 year financial forecasts prepared by KPMG it is expected that the required subsidisation for the operations of the centre will be in the order of \$4,124 per annum.

Depreciation, and thus a reasonable approximate allowance for capital renewal, is calculated in accordance with Australian Accounting Standards, with the estimated depreciation/renewal cost forecast at \$284k per annum. This represents a forecast increase of \$148k per annum on current renewal requirements.

If Council's contribution towards construction is loan funded, then total forecast expenditure over the first 10 years is \$15,267,728. If its contribution is funded from cash-backed reserves this will reduce to \$12,420,620.

Sources of funding

For this project to go ahead it is dependent on a successful application for grant funding of \$10.0 million through the Federal Government's National Stronger Regions Fund, with funding sources detailed in the following table:

Source of Funds	Amount
City of Marion	\$10,000,000
Federal Government	\$10,000,000
Total	\$20,000,000

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The capital construction costs (estimated at \$19.753 million) if loan funded by Council will require funding in the vicinity of \$1.238m per annum over the next 10 years

Whilst a provision has been included to borrow the City of Marion's \$10m contribution, it should be noted that Council is currently projected to have sufficient funds set aside to contribute to this project in its Asset Sustainability Reserve fund for the Community Facilities Partnership Program (CFPP), either in full or partially, upon construction in 2018. Whilst utilising these CFPP funds could save Council up to \$2.379m in interest, which would also be in line with Council's Treasury Management policy, this would significantly deplete available funding in the CFPP which was established to facilitate partnership opportunities on a city-wide basis. The use of funding from the CFPP needs to be considered in the context of Council's other unfunded priorities and the ongoing funding required for asset renewal of Council's existing buildings and facilities. Accordingly, Council will need to give further consideration in assessing the best method of funding its \$10.0 million contribution and whether that should be via debt, cash or a mixture of both.

Debt servicing

The cost of servicing the Council's proposed contribution to the project through loan funding is estimated at \$1.238m per annum, based on a \$10 million principal plus interest loan at the prevailing interest rate quoted by the Local Government Finance Authority of 4.25% for a 10 year loan term. The total interest on borrowings for the project based on these terms is estimated to be \$2,379,384.

Term	Interest Rate	Annual Cash Flow Requirement (Principal & Interest)	Equivalent Council Rate Percentage	Total Interest over 10 year loan term	Average Interest per annum
10 Years	4.25%	1,237,939	1.74%	2,379,384	237,938

Council currently has a relatively low level of debt and once the 2016/17 borrowing program is completed Council's debt servicing ratio is projected to be 3.2% against a Council target of up to 5.0%. If Council were to loan fund its contribution to the project in 2018/19, an extra \$10.0m in borrowings would see the debt servicing ratio increase to 5.6% in 2019/20, which is slightly above Council's target range of up to 5%, however this would drop back into the target range from 2021/22 as demonstrated in the following table:

Key Financial Indicator Ratios										
Debt Servicing Ratio	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Adopted LTFP	3.2%	3.7%	4.3%	4.1%	3.9%	3.1%	3.0%	2.8%	2.0%	1.9%
Adjusted after impact of Project	3.2%	3.7%	4.3%	5.6%	5.4%	4.6%	4.4%	4.2%	3.3%	3.1%
Target	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%

Whole of life costing

The whole of life cost based upon an assumed total life of 50 years is shown in current dollars in the following table:

Whole of Life Costs (50 years)			
	Current Cost	Projected Cost	Increased Funding Requirement - CoM
Total Capital Cost	0	20,000,000	10,000,000
Less grant funds	0	(10,000,000)	
Net Operations	589,600	(10,202,050)	(10,791,650)
Maintenance	2,560,700	9,324,800	6,764,100
Depreciation/Renewal	6,836,900	14,235,550	7,398,650
Corporate Overheads	454,250	1,206,150	751,900
Interest (10 years at 4.25%)	0	2,379,384	2,379,384
TOTAL	10,441,450	26,943,834	16,502,384

Financial Viability

Council would be required to set aside in its Long Term Financial Plan (LTFP), on average, an additional \$1.31m in funding (i.e. cash) per annum for the first 10 years to cover the increased cost of loan funding, as well as operational, maintenance and capital renewal costs. From year 11 the borrowings relating to this project would be fully repaid, reducing the additional required funding to approximately \$66k per annum.

The Whole of Life funding (ie. cash) impact of the Project has been assessed and it has been determined that Council has the funding capacity within its current adopted LTFP to fund its \$10.0 million capital contribution plus associated ongoing increases in operating, maintenance, renewal and borrowing costs required for the project. This can be achieved without the need for any additional increases in council rates, other than those already provided for in the LTFP.

This Project meets the financial framework parameters adopted by Council (GC190116R11) where "Council will only approve new Major Projects where it has the identified funding capacity to do so". Further to this, with the exception of the Debt Servicing Ratio discussed previously, this project does not adversely affect any of Council's other key financial indicators.

Key Financial Indicator Ratios										
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Operating Surplus Ratio (Avg over 5 years)										
Adopted LTFP	10.2%	10.8%	11.9%	11.5%	12.5%	13.4%	14.3%	15.6%	16.8%	17.9%
Adjusted after impact of Project	10.2%	10.8%	11.9%	11.4%	12.3%	13.1%	13.9%	15.1%	16.4%	17.6%
Target	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%
Net Financial Liabilities										
Adopted LTFP	1%	5%	0%	-5%	-11%	-18%	-23%	-32%	-43%	-55%
Adjusted after impact of Project	1%	5%	12%	6%	1%	-5%	-10%	-18%	-28%	-40%
Target	0-50%	0-50%	0-50%	0-50%	0-50%	0-50%	0-50%	0-50%	0-50%	0-50%
Debt Servicing Ratio										
Adopted LTFP	3.2%	3.7%	4.3%	4.1%	3.9%	3.1%	3.0%	2.8%	2.0%	1.9%
Adjusted after impact of Project	3.2%	3.7%	4.3%	5.6%	5.4%	4.6%	4.4%	4.2%	3.3%	3.1%
Target	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%	0-5%

The “Operating Surplus” and “Net Financial Liabilities” ratios are currently forecast to be outside of Council's set target range. This is primarily as a result of substantial gross operational savings in the order of \$3.2m which are now embedded in Council's cost structures along with forecast on-going gross savings in the order of \$447k achieved by organisational restructuring. Any future operating savings identified will result in these ratios being further exceeded.

Whilst Council's Debt Servicing Ratio slightly exceeds target in the 2 years up to 2020/21, it is projected to fall back within its target range for the remaining years of the LTFP.

An independent review was carried out by KPMG on the proposed governance and management model including 10 year financial forecasts and is attached to this report (Attachment 4).

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The following table demonstrates that this project can be undertaken within Council's adopted Long Term Financial Plan (LTFP) without the need for any additional increases in council rates other than those already provided for in the LTFP:

	Current \$	Year 1 (\$ 2018/19)	Year 2 (\$)	Year 3 (\$)	Year 4 (\$)	Year 5 (\$)	Year 6 (\$)	Year 7 (\$)	Year 8 (\$)	Year 9 (\$)	Year 10 (\$)	Total 10 year forecast (\$)
License Fees	42,189	401,761	409,796	417,992	426,352	434,879	443,577	452,448	461,497	470,727	480,142	4,399,173
Net Revenue from Function Room, Bar, Kiosk, Kitchen	-	313,529	319,818	326,235	332,779	339,455	346,265	353,211	360,297	367,525	374,897	3,434,011
Net Revenue	42,189	715,290	729,615	744,227	759,131	774,334	789,842	805,660	821,794	838,252	855,039	7,833,184
Repairs & Maintenance	(51,214)	(186,496)	(190,226)	(194,031)	(197,912)	(201,870)	(205,907)	(210,025)	(214,226)	(218,510)	(222,881)	(2,042,084)
Staffing - Centre Management	-	(324,395)	(330,883)	(337,501)	(344,251)	(351,136)	(358,158)	(365,321)	(372,628)	(380,080)	(387,682)	(3,552,035)
Utilities	(26,800)	(91,376)	(93,204)	(95,068)	(96,969)	(98,909)	(100,887)	(102,904)	(104,963)	(107,062)	(109,203)	(1,000,544)
Insurance	(9,085)	(24,123)	(24,606)	(25,098)	(25,600)	(26,112)	(26,634)	(27,167)	(27,710)	(28,264)	(28,830)	(264,145)
Other Costs	(27,181)	(95,478)	(94,328)	(96,214)	(98,139)	(100,101)	(102,103)	(104,145)	(106,228)	(108,353)	(110,520)	(1,015,610)
Sub-Total Operating Expenditure	(114,280)	(721,869)	(733,247)	(747,912)	(762,870)	(778,127)	(793,690)	(809,564)	(825,755)	(842,270)	(859,115)	(7,874,419)
Sub-Total Surplus/(Deficit) from Centre Operations	(72,091)	(6,580)	(3,632)	(3,685)	(3,739)	(3,793)	(3,848)	(3,904)	(3,961)	(4,018)	(4,076)	(41,235)
Interest payments on Marion contribution (\$10m)	-	(416,363)	(381,075)	(344,271)	(305,887)	(265,853)	(224,101)	(180,555)	(135,139)	(87,772)	(38,370)	(2,379,384)
Total Operating Surplus/(Deficit)	(72,091)	(422,942)	(384,706)	(347,956)	(309,625)	(269,646)	(227,949)	(184,459)	(139,099)	(91,790)	(42,447)	(2,420,620)
Principal repayments on Marion contribution (\$10m)	-	(821,576)	(856,864)	(893,668)	(932,052)	(972,085)	(1,013,838)	(1,057,383)	(1,102,800)	(1,150,167)	(1,199,568)	(10,000,000)
Net Cash Surplus/(Deficit)	(72,091)	(1,244,518)	(1,241,570)	(1,241,623)	(1,241,677)	(1,241,731)	(1,241,787)	(1,241,842)	(1,241,899)	(1,241,957)	(1,242,015)	(12,420,620)
Depreciation/Renewal	(136,738)	(284,711)	(284,711)	(284,711)	(284,711)	(284,711)	(284,711)	(284,711)	(284,711)	(284,711)	(284,711)	(2,847,108)
Total Surplus/(Deficit)	(208,829)	(1,529,229)	(1,526,281)	(1,526,334)	(1,526,388)	(1,526,442)	(1,526,497)	(1,526,553)	(1,526,610)	(1,526,667)	(1,526,726)	(15,267,728)
Current CoM cash/funding		(208,829)	(210,271)	(211,741)	(213,242)	(214,772)	(216,332)	(217,924)	(219,548)	(221,204)	(222,893)	(2,156,756)
Forecast CoM cash/funding		(1,529,229)	(1,526,281)	(1,526,334)	(1,526,388)	(1,526,442)	(1,526,497)	(1,526,553)	(1,526,610)	(1,526,667)	(1,526,726)	(15,267,728)
Increase in CoM Expenditure required		(1,320,400)	(1,316,010)	(1,314,593)	(1,313,146)	(1,311,671)	(1,310,165)	(1,308,629)	(1,307,062)	(1,305,463)	(1,303,832)	(13,110,972)
Increase in CoM Expenditure required (excluding borrowings) [A]		(82,461)	(78,072)	(76,654)	(75,208)	(73,732)	(72,227)	(70,691)	(69,124)	(67,525)	(65,894)	(731,587)

Financial risks to Council include:

The potential financial risks associated with the project include:

Higher capital expenditure during the construction phase, resulting in increased depreciation/renewal and interest costs. Capital cost estimates are preliminary and the risk of an increase in construction costs will be borne by Council. This risk in particular will need to be mitigated through the implementation of an appropriate procurement strategy.

The head lease holder failing to meet their contractual obligations. This could adversely impact on the operating income and expenditure of the facilities. This risk can be mitigated through the review of the existing management model, in addition to the opportunity to increase revenue through the increased use and hire of new spaces created through the redevelopment.

Potential disruption to club activities and revenue streams during the redevelopment phase. This can be mitigated through supporting the clubs with temporary facilities and accommodation to ensure operations and activities continue with minimal disruption.

Increase in interest rates beyond projected levels. The effect of a movement of +/-0.5% in the interest rate on borrowings of \$4.0m is demonstrated in the following table:

Movement in Interest Rate	Increase/(Decrease) in total Interest Expense over 10 year term	Increase/(Decrease) in average Annual Interest Expense
+0.5%	299,045	29,905
-0.5%	(295,088)	(29,509)

A movement in interest rates of +0.5% (\$299,045 over the term of a 10-year loan) can be comfortably funded within Council's adopted LTFP.

Failure to secure sufficient grant funding for the project leaving a shortfall for Council to fund. Should Council wish to proceed with the project, this would require an extra \$10.0m in capital funding which, if loan funded, would see interest expenses increased by approximately \$2,379,384 and require an extra \$1,237,938 in annual funding over 10 years.

Full utilisation is not reached. This could result in greater than projected ongoing management costs to the City of Marion due to further subsidisation of the facility required, over and above that projected.

10. Risks associated with the Project and Mitigation Strategies

- h) any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the Chief Executive Officer and to the Council);

A comprehensive and detailed assessment of risks associated with the Project has been undertaken together with the development of mitigation strategies to treat identified risks (see Attachment 8 for the project risk register and risk assessment criteria) in line with the City of Marion Risk Management Framework.

Rating Matrix

Likelihood Ratings	Consequence Ratings				
	Insignificant	Minor	Moderate	Major	Severe
Almost Certain	LOW	MEDIUM	HIGH	EXTREME	EXTREME
Likely	LOW	MEDIUM	HIGH	HIGH	EXTREME
Possible	LOW	LOW	MEDIUM	MEDIUM	HIGH
Unlikely	LOW	LOW	LOW	MEDIUM	HIGH
Rare	LOW	LOW	LOW	LOW	MEDIUM

Risks were identified in the context of the key project objectives (service delivery and financial framework), Council's constructive culture, Council's 'Think Safe Live Well' safety objectives, the budget review and reporting processes.

Risk is potentially created by any uncertainty that could impact Council's ability to achieve its vision, strategies, objectives and actions including project specific outcomes.

Categories of risk associated with the project include:

- People/Work Health and Safety
- Social/Cultural
- Financial Sustainability including Asset Management
- Environmental & Natural Resource Management
- Business Continuity and Organisational
- Reputation and Public Administration
- Execution, Delivery & Process Management
- Legal & Regulatory Compliance
- Contracts & Procurement
- Fraud & Security
- Stakeholder Relations.

The risk assessment demonstrates that the project's inherent risks are within expected limits of a project of this scale. The City of Marion has outlined appropriate mitigation strategies to lower the inherent risks.

Where possible, risks will be transferred to third parties, eg through the contract type used to deliver the project and by close monitoring of the principal contractor's performance.

Contractual arrangements between the City of Marion and the consultants and contractors will appropriately mitigate construction risks whilst communication strategies will keep good relations with the local community and other stakeholders.

Risks were then assessed and analysed on the basis of residual risk (including controls). Through appropriate mitigation strategies no risks on a residual basis were rated as high or extreme.

Further risk identification and assessment processes will be undertaken in line with the stages of the project in consultation with consultants, contractors, staff and other relevant stakeholders. The Project Management Plan (see Attachment 10) is complimented by a Risk Register. This register focuses on the operational risks associated with the delivery of the project and mitigation strategies.

The ongoing management of the project will include the review and regular updating of the risk register and appropriate changes will be incorporated to reflect the various project stages.



Most appropriate mechanisms / arrangements for carrying out the project

i) the most appropriate mechanisms or arrangements for carrying out the project.

The City of Marion has the proven capability to run and manage significant projects as can be demonstrated by the on time and on budget outcomes of previous projects, namely the City Services, Cove Civic and Oaklands Wetlands Development, which were projects where internal resources and the engagement of specialist consultancy services were required.

Procurement Framework

The City of Marion operates to its published Procurement Policy adopted by Council 27 November 2007 reference GC271107R04. Subsidiary procedures comprise

- City of Marion Procurement Procedure
- City of Marion Tender Evaluation Procedure
- City of Marion Contract Administration Procedure
- City of Marion Use of Purchase Orders Procedure

Procurements to date

To date City of Marion have procured the following consultancy services for this project in accordance with established policies and procedures:

- Architectural Design Services – Concept, awarded to Studio Nine Architects leading a multi-disciplinary team comprising of:
 - Structural and Civil Engineers – Wallbridge and Gilbert
 - Services Engineering – Gascoigne Engineers
 - Landscape Architecture – Aspect Studio
 - Traffic Engineering – Phil Weaver consulting
- Cost consultancy services – Rider Levett Bucknall
- Arborist – Arborman Tree Services
- Site audit and Geotechnical investigation – AECOM
- Cultural heritage survey – Parsons Brinkerhoff

Subject to satisfactory performance and meeting selection criteria, the current specialist consultants maybe approached as one of a panel of selected tenderers proposals to assist later stages of the project, however the City of Marion retains the intellectual property associated with the deliverables of these contracts and therefore has no residual obligations to their continuation.

Project implementation procurements

Following City of Marion commitment to the project including the securing of required federal funding the following major procurements will be required:

- Design Development, Documentation and Contract Administration Consultancy
- Cost Management Services
- Construction services
- Furniture Fittings and Equipment Procurement

Design Development, Documentation and Contract Management Consultancy Services

The City of Marion capabilities for the provision of the management and design services for the project have been considered and will require external design services, provided as specialist tasks outside of the core business of Council and the workload allocation of existing staff.

On this basis, it is proposed to seek all services for the management and design of the project from a specialist consultant team lead by an architect as primary consultant engaged for the project services only.

Under existing policies unless the consultant is already engaged by Council for the project, the required consultants would be sought on the basis of tenders from a minimum of 3 selected consultants, determined by the Manager Contracts.

Single select quotations would apply only at the approval of the Manager Contracts for specialist services only where the market does not have sufficient competition to permit competitive tendering and where the consultancy value is relatively low.

Consultancy tenders will be called based on the following:

- Minimum 3-week tender period.
- Tender document based on AS4915 General Conditions of Consultancy Agreement.
- Schedule of consultancy services.
- Programme.
- Returnable schedules covering the Price Offer, Hourly Rates Offer, Corporate Capability, Personnel, Insurances and Certifications.

Cost Management Services

These independent services will be procured under similar arrangements to the primary consultant services.

Construction Services

Due to the project key objectives, it would be proposed to use a Traditional Method of project delivery comprising the following key elements:

- **Description** - The “traditional” method of project delivery is called Fixed Lump Sum whereby the design is fully documented and tendered, where tenderers provide a Fixed Lump Sum price for the scope of works, only to be varied during the course of construction by client changes, documentation errors or omissions.
- **Form of Contract** – The Australian Standard General Conditions of Construction Contract, both AS2124 and AS4000, can be used for this form of delivery.
- **Project Team** - The consultant project team, designers, certifier and cost planner, would all be engaged direct to the Principal for the duration of the design, construction and defects liability period phases.
- **Project Manager** – An external Project Manager will be appointed for the tendering and construction phases in the role of Superintendent. The internal project manager would undertake the role of Principal during the construction phase.
- **Project Budget** - The project budget would require the allocation of construction contingency to provide for unforeseen costs during construction.
- **Benefits** - This option provides for full control over every aspect of the design, in both design and construction implementation.
- **Risks** - Delivery risks are typical and well understood, including scope management, latent conditions, design errors or statutory requirements change. The risk profile will require normal provisions for Contingency Funds within the project budget.

Construction Tender

The proposed Traditional Contract tender will be a two stage process as follows:

Stage 1 Tender – expressions of interest.

The first stage will publicly call an “expression of interest” tender based on criteria suitable for the project and will establish a select tender field of a minimum of 3 and maximum of 6 tenderers. The Mitchell Park tender will be for a period of 4 weeks and will be made available to prospective tenderers via the Tenders SA website and advertised on the Local Government tender section of the Advertiser Newspaper.

Tender documents will specifically include;

- Project description
- Project indicative value
- Timeline
- Returnable schedules, including corporate details, financial history, previous experience, key personnel, corporate insurances, industry certifications, accreditations and corporate management systems

Stage 2 Tender – Construction Tender

The second stage will issue the construction tender to the select tender field for a period of 4 weeks and tender documents will specifically include:

- Tender conditions and form of contract.
- Design documentation.
- Design performance specifications.
- Site information.
- Key milestone dates.
- Returnable schedules including price, component prices, contract clarifications, previous experience, key personnel, management systems, programme, technical data submissions and alternatives.

Furniture Fittings and Equipment (FF&E) procurement

The procurement of supply and installation of these items where not procured through the main tender will occur through normal Council procedures for low value procurements.

Reporting Structure

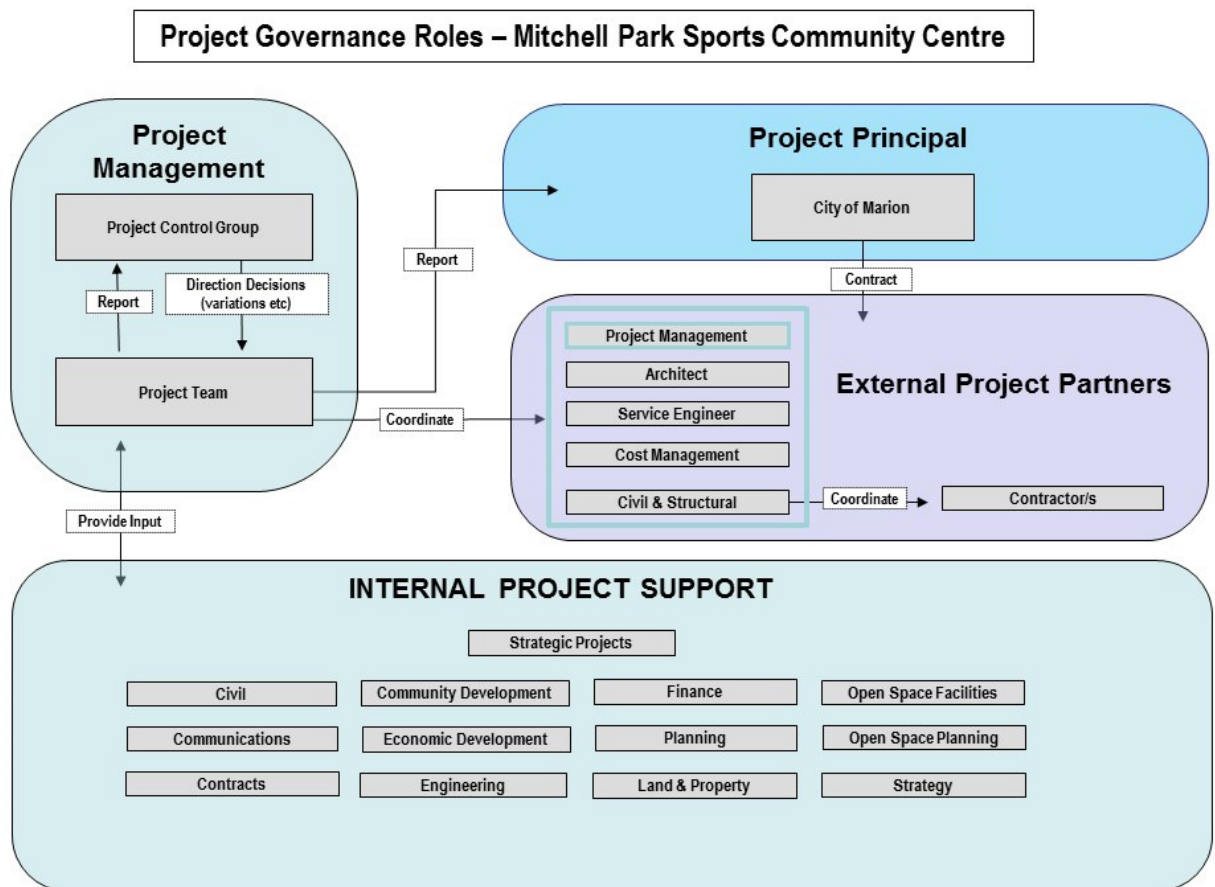
Council has an established reporting framework for capital projects over \$4 million. These include:

- Monthly management report from Finance Manager to Council
- Monthly Strategic Projects reporting from Manager, Strategic Projects to Project Control Group
- Fortnightly reporting from Manager, Strategic Projects to General Manager City Development

Regular reports will be provided to Council providing updates on the progress of the project. Council reports will be required on key decisions, including final designs, appointment of principal contractors and entering of contractual arrangements.

Creating a community precinct for Mitchell Park and surrounds

The project governance and reporting are illustrated below:



Post Completion Review

A review will be undertaken twelve months after the date of occupation, to assess the redevelopment's degree of "fit for purpose" – ie. Does the facility meet Council's project objectives?

11. Conclusion

This report demonstrates that the project is financially viable and Council has the capacity to deliver the project and maintain the infrastructure in the future.

The redevelopment of Mitchell Park will support the ongoing provision of services to the community by improving the operating effectiveness and efficiency of the site and address the compounding maintenance issues and provide fit for purpose facilities for the existing users and future community need.

In addition, it will boost economic activity in the surrounding area and the City of Marion.

Risks for the project have been identified and strategies to mitigate or minimise those risks have been developed.