

**CITY OF MARION
FINANCE & AUDIT COMMITTEE MEETING
10 OCTOBER 2017**

CONFIDENTIAL REPORT

Originating Officer: Greg Salmon, Manager City Activation

General Manager: Abby Dickson, General Manager City Development
Vincent Mifsud, General Manager Corporate Services

Subject: Section 48 Prudential Report – BMX Confidential

Reference No: FAC101017F8.14

If the Finance and Audit Committee so determines, this matter may be considered in confidence under Section 90(3)(b)(i)(ii) of the *Local Government Act 1999* on the grounds that the report contains information that;

- (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council and,
- (ii) would, on balance, be contrary to the public interest.

Adrian Skull
Chief Executive Officer

RECOMMENDATION:

1. That pursuant to Section 90(2) and (3)(b)(i)(ii) of the *Local Government Act 1999*, the Finance and Audit Committee orders that all persons present, with the exception of the following persons: Adrian Skull, Chief Executive Officer; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Mathew Allen, Acting General Manager City Services; Kate McKenzie, Manager Corporate Governance; Greg Salmon, Manager City Activation; Ray Barnwell, Manager Finance and Contracts; Malcolm Eagles, Strategic Projects Officer be excluded from the meeting as the Council receives and considers information relating to Section 48 Prudential Report – BMX Confidential, upon the basis that the Finance and Audit Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council and would on balance, be contrary to the public interest.

REPORT OBJECTIVE AND EXECUTIVE SUMMARY

The purpose of this report is to provide a draft Section 48 Prudential Report prepared for the Development of a Union Cycliste Internationale (UCI) Standard BMX Facility to the Finance & Audit Committee (Committee) for their review and feedback.

This draft Section 48 report examines the project's compatibility with Council's strategic plans and the Development Plan and investigates the:

- potential impact on the local economy
- consultation that has been undertaken with the local community
- financial implications, viability and sustainability of the project both in the short and long term
- potential risks arising from the project and the proposed strategies to manage those risks.

A draft report is being presented at this time to update the Committee on the issues facing the project, particularly with regard to the budget, and the actions being taken to address these issues. The initial cost estimate for this project was \$7.695m and all financial analysis contained in this report is based on this amount. Discussions with the State Government are continuing to explore opportunities to reduce the total project costs and it is likely that this will be achieved through value management, scope review and a significant reduction in the costs associated with soil removal that was initially estimated at \$1.05m. There is an opportunity to reduce the capital project costs to an estimated \$6.645m though mitigating soil removal costs and traffic infrastructure solutions. Funding committed to date totals \$3.5m (\$2m State Government and \$750k each from Marion and Onkaparinga council's).

Continued efforts are required to reduce the gap between expected cost and budget. The specific steps that are being taken to address this include:

- review of the scope, design and costing
- consideration of a staged delivery of infrastructure that can be delivered subsequent to opening the facility and not impact on the functionality of the facility
- investigation into more favourable sites within the Cities of Marion and Onkaparinga (including Council and State owned land)
- identification of additional funding sources

Advice and feedback is sought from the Committee on the draft Section 48 Prudential Report and the steps being taken to address the funding shortfall and other identified risks.

RECOMMENDATIONS:

DUE DATES

That the Finance and Audit Committee:

- | | |
|--|-------------|
| 1. Provides their feedback and advice on the Draft UCI Standard BMX Facility – Section 48 Prudential Report. | 10 OCT 2017 |
| 2. Notes that a final Section 48 Prudential report will be presented to the Committee if the ongoing investigations lead to a viable proposal, anticipated to be the 12 December 2017 meeting. | 10 OCT 2017 |
| 3. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, Section 48 Prudential Report – BMX Confidential and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(i)(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 2017. | 10 OCT 2017 |

BACKGROUND

Council resolved, amongst other matters, at its Special Council Meeting of 12 July 2016 regarding BMX – Deed for Funding (SGC120716R03), that Council:

“Note that a prudential management review for the project detailing the capital cost, whole of life costs and on-going management roles and responsibilities will be developed for Council’s consideration.

Section 48(1)(b) of the *Local Government Act* 1999 (the ‘Act’) 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 \$4,000,000 over the ensuing 5 years, and where Council considers that it is necessary or appropriate to do so. The fact that a project is to be undertaken in stages does not remove the legislative requirements of Section 48(1)(b) to prepare a prudential management report, in relation to the project as a whole. This report has been prepared to demonstrate good governance and prudential management practice and to ensure transparency in Council’s activities and specific responsibilities, benefits and risks and whole of life costs associated with the UCI BMX project.

This report addresses these prudential issues in detail relating to the proposed Council contribution of \$750,000 of capital expenditure to this capital project as well as the required ongoing contribution of operational, maintenance and renewal expenditure to its ongoing operation.

The UCI BMX facility, as announced, is to be funded by the State Government through the Office of Recreation and Sport (ORS) which is contributing \$2,000,000 (which has been received), and the Cities of Marion and Onkaparinga which are each contributing \$750,000, creating a project funding pool of \$3,500,000. The City of Onkaparinga contribution of \$750,000 is subject to conditions that will be described later in this report.

The proposed site of the SWBMX facility is owned by the Department of Water and Natural Resources (DEWNR) who have undertaken to prepare a lease in favour of the City of Marion to enable the development to proceed.

The facility was named the Sam Willoughby International BMX Track by the Minister for Recreation and Sport.

The UCI Standard BMX Facility is being project managed and delivered by the City of Marion (CoM) with the strong and committed support and involvement of the Office for Recreation and Sport (ORS), the City of Onkaparinga (CoO) and DEWNR.

The CoM is the contracting party for all consultants and, subject to Council approval to proceed to construction, the CoM will also be the contracting party for engaging the contractor to build the SWBMX.

DISCUSSION

The UCI Standard BMX Facility will include the following elements:

- UCI standard BMX track
- Freestyle BMX track (space allowance only)
- Pump track
- Event facilities (timing equipment, starting hills and gates) and the capacity for additional facilities to be brought in (‘bumped in’) for larger scale events

- Modest clubroom facilities and toilets
- Car parking area
- Landscaping and site entry treatment and signage
- Modification to Majors Road to allow safe access to and from the BMX site

Council's contribution of \$750,000 towards the project has been funded through Council's 2016/17 Annual Budget carried over to 2017/18.

There is currently a budget shortfall of up to \$4,100,000 prior to project cost mitigation through value management and scope review. Potential remains to reduce this shortfall through continued value management efforts by the project team.

Some potential additional costs associated with soil removal and traffic infrastructure also pose project risks, however the current expectation is that these can be prevented in negotiation with DEWNR and DPTI.

Council administration have reviewed the ongoing operation of the facility and assessed that an allowance of an additional \$564,911 (plus any indexation) per annum to cover the increased operational, maintenance and capital renewal costs. This may be offset by any contributions by the clubs and the City of Onkaparinga. Further reduction in the capital costs as a result of cost review will seek to reduce ongoing renewal costs.

DRAFT SECTION 48 PRUDENTIAL MANAGEMENT REPORT

Section 48 of the *Local Government Act* 1999 (the 'Act') requires Council to consider a report for any project where the expected capital cost is likely to exceed \$4,000,000 over the ensuing 5 years and addresses a number of key prudential issues. The report is attached for review and feedback from Council's Finance and Audit Committee. In particular feedback is sought on the risk register; reporting framework for the management of the project; and the financial viability and sustainability of the project.

Review of the relationship between the project and the relevant strategic management plans

Section 3 of the Section 48 Report discusses the relationship between the project and the relevant strategic management plans.

Review of the Development Plan in the area

Section 4 of the Section 48 Report discusses the Development Plan in the area.

The SWBMX has not yet received Development Approval under the Marion Council Development Plan. The site is located within the Hills Face Zone and an application will be lodged seeking approval in once the final scope of the project is determined.

Review of the expected contribution of the project to economic development

Section 5 of the Section 48 Report discusses the expected contribution of the project to economic development.

The Project will also advance the economic development in the Marion area, and more broadly in Southern Adelaide, and provide wider economic impacts for the economy, delivering tangible economic benefits to the community.

Review of the level of consultation with the local community

Section 6 of the Section 48 Report discusses the review of the level of consultation with the local community.

The Project has been the subject of extensive involvement, consultation and commitment of The Cove BMX Club, Happy Valley BMX Club, BMX Australia (BMX A) and BMX South Australia (BMX SA). Consultation for the project has been undertaken consistent with the CoM Community Consultation Policy.

Review of the business needs analysis

Section 7 of the Section 48 Report discusses the business needs analysis.

Review of the project's intention to produce revenue, revenue projections and potential financial risks

Section 8 of the Section 48 Report discusses the project's intention to produce revenue, revenue projections and potential financial risks

Review of the recurrent and whole of life costs and financial viability

Section 9 of the Section 48 Report discusses the recurrent and whole of life costs and financial viability

Given that the project will benefit clubs originating from both the City of Marion and the City of Onkaparinga consideration of net benefit has been assessed in terms of the benefit to Southern Adelaide from the combined contributions of the two councils. These contributions comprise capital contributions of \$750,000 each and an ongoing contribution to operating, maintenance and renewal costs of \$564,911 per annum, which for the purpose of this report is fully attributed to the proposed lease holder, the City of Marion. This produces a Cost Benefit ratio of 1:2.3.

It should be noted that the net benefit if the full capital costs as currently identified in the Concept Design Cost Estimate are taken into account, it produces a cost benefit ratio of 1:1.03. This underlines the need to contain capital costs through Value Management.

Review of risk management

Section 10 of the Section 48 Report discusses risk management.

A risk register has been prepared on the project and is annexed to the Section 48 report.

The immediate major risk to the project at this stage is the shortfall in capital funding currently estimated at up to \$4,100,000 prior to project cost mitigation through value management and scope review. The resolution of this through an expanded commitment from the funding partners or commitment from other sources is required before this project can be delivered. Continued efforts to identify savings especially to management and/or disposal of reactive soil, and reductions in scale of ancillary facilities may serve to reduce, but by no means eliminate, this shortfall. Specific steps being taken to address this include:

- review of the scope, design and costing
- consideration of a staged delivery of infrastructure that can be delivered subsequent to opening the facility and not impact on the functionality of the facility
- investigation into more favourable sites within the Cities of Marion and Onkaparinga (including Council and State owned land)
- identification of additional funding sources

A significant additional risk is the conditions relating to the funding commitments of the other partners. In particular the current ORS contribution is for construction costs only, with priority for the UCI compliant track component. In addition the City of Onkaparinga contribution is conditional on the Happy Valley Club formally agreeing to vacate its existing site and to move to the new facility which is yet to occur.

A longer term but significant risk remains the resolution of ongoing operational responsibilities since the new facility will require new partnerships to be formed by the existing clubs (operated by volunteers) and the sport's peak bodies. This not only applies to the normal operation of the facility for Club events but also the event management, revenue distribution and underwriting arrangements that would apply to major national and international events that may be attracted to the UCI standard facility. It should be noted that this report assumes there will be no financial impost from such events on the City of Marion.

Review of the appropriate mechanisms and arrangements for carrying out the project

Section 11 of the Section 48 Report discusses the appropriate mechanisms and arrangements for carrying out the project.

CONCLUSION

The draft Section 48 Report demonstrates that the delivery of the project is uncertain due to a number of issues and risks which are yet to be resolved.

The immediate major issue for the project is the shortfall in capital funding currently estimated at up to \$4,100,000 prior to project cost mitigation through value management and scope review. The resolution of this through a reduction of costs and/or an expanded commitment from the funding partners or commitment from other sources is required before this project can be delivered.

Continued efforts are being undertaken to reduce this shortfall, including:

- review of the scope, design and costing
- consideration of a staged delivery of infrastructure that can be delivered subsequent to opening the facility and not impact on the functionality of the facility
- investigation into more favourable sites within the Cities of Marion and Onkaparinga (including Council and State owned land)
- identification of additional funding sources

Subject to satisfactory resolution of these matters, an updated Section 48 Prudential Report will be presented to the Committee, anticipated for the 12 December 2017 meeting.

Feedback and comment is sought from the Finance and Audit Committee on the draft Prudential Report as it currently stands and the steps being taken to address the budget issues and other risks facing the project.

Appendix 1: Report

Appendix 2: Excerpt of the Local Government Act 1999 – Section 48.

Appendix 3: Concept Layout

Appendix 4: UCI Track drawing

Appendix 5: Cost Breakdown

Appendix 6: Cost Register

Appendix 7: Risk Register

Appendix 8: Project Management Plan

Appendix 9: Procurement Plan



Developing a UCI standard BMX track and related facilities at Majors Road, O'Halloran Hill

(Sam Willoughby International BMX Track)

Prudential Management Plan Report

10 OCTOBER 2017

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Attachment 1	Section 48 Local Government Act
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Attachment 3	Cost Estimates
Attachment 4	Risk Register
Attachment 5	Project Management Plan
Attachment 6	Procurement Plan

1. SUMMARY

Section 48 of the *Local Government Act* 1999 (the 'Act') 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 \$4,000,000 over the ensuing 5 years. Refer to Attachment 1 for full details of Section 48.

The Union Cycliste Internationale (UCI) standard Bicycle MotorCross (BMX) track and related facilities is currently estimated to have a capital cost of \$6,645,000 plus a \$1,050,000 allowance for soil disposal off-site, totalling \$7,695,000 (Concept Design Phase Cost Estimate). Current investigations indicate that an area very close to the site could be used for soil disposal subject to further investigation and approval. While this \$1,050,000 soil disposal cost is anticipated to be significantly reduced, the current total cost of \$7,695,000 is used throughout this report.

Funding committed to date totals \$3,500,000.

Section 48(1)(b) of the *Local Government Act* 1999 (the 'Act') 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 \$4 000 000 over the ensuing 5 years, and where Council considers that it is necessary or appropriate to do so. The fact that a project is to be undertaken in stages does not remove the legislative requirements of Section 48(1)(b) to prepare a prudential management report, in relation the project as a whole. This report has been prepared to demonstrate good governance and prudential management practice and to ensure transparency in Council's activities and specific responsibilities, benefits and risks and whole of life costs associated with the UCI BMX project.

Furthermore, Council resolved, amongst other matters, at its Special Council Meeting of 12 July 2016 that Council:

“Note that a prudential management review for the project detailing the capital cost, whole of life costs and on-going management roles and responsibilities will be developed for Council's consideration.”

This report addresses these prudential issues in detail relating to the proposed Council contribution of \$750 000 of capital expenditure to this capital project as well as the required ongoing contribution of operational, maintenance and renewal expenditure to its ongoing operation.

The UCI BMX facility, as announced, is to be funded by the State Government through the Office of Recreation and Sport (ORS) which is contributing \$2,000,000, and the Cities of Marion and Onkaparinga which are each contributing \$750,000, creating a project funding pool of \$3 500 000. The City of Onkaparinga contribution of \$750,000 is subject to conditions that will be described later in this report. There is currently a shortfall of \$4,100,000, based on the current Concept Design Phase Cost Estimate of \$7 695 000 that includes the \$1,050,000 allowance for off-site soil disposal. This \$4,100,000 will reduce if the anticipated low cost solution to soil disposal eventuates. Potential remains to further reduce this shortfall through continued value management efforts by the project team.

The above cost estimate includes reasonable allowances for the connection to utilities and for access to the facility without significant works to Majors Road, a DPTI owned arterial road. Allowances have not been included for significant changes to the Majors-Adams Road junction nor any consequential effects on the existing electricity distribution network. These costs would have to be funded through other budgets and funding sources.

Council administration have reviewed the ongoing operation of the facility and assessed that an allowance of an additional \$565,000 (plus any indexation) per annum to cover the increased operational, maintenance and capital renewal costs. This may be offset by any contributions by the clubs and the City of Onkaparinga.

The site of the SWBMX facility is owned by the Department of Water and Natural Resources (DEWNR) who have undertaken to prepare a lease in favour of the City of Marion to enable the development to proceed.

The facility was named the Sam Willoughby International BMX Track (SWBMX) by the Minister for Recreation and Sport. The SWBMX is being project managed and delivered by the City of Marion (CoM) with the strong and committed support and involvement of the Office for Recreation and Sport (ORS), the City of Onkaparinga (CoO) and DEWNR. The CoM is the contracting party for all consultants and, subject to Council approval to proceed to construction, the CoM will also be the contracting party for engaging the contractor to build the SWBMX.

The SWBMX will involve the following elements:

- UCI standard BMX track
- Freestyle BMX track (space allowance only)
- Pump track
- Event facilities (timing equipment, starting hills and gates) and the capacity for additional facilities to be brought in ('bumped in') for larger scale events
- Modest clubroom facilities and toilets
- Car parking area
- Landscaping and site entry treatment and signage
- Modification to Majors Road to allow safe access to and from the BMX site

The SWBMX has not yet received Development Approval under the Marion Council Development Plan. The site is located within the Hills Face Zone and an application will be lodged seeking approval in once the final scope of the project is determined. The relevant section of the Development Plan and the project are described in Section 4 of this report.

The Project will also advance the economic development in the Marion area, and more broadly in Southern Adelaide, and provide wider economic impacts for the economy, delivering tangible economic benefits to the community. An assessment of the economic benefits of the project are described in Section 5 of this report.

The Project has been the subject of extensive involvement, consultation and commitment of The Cove BMX Club, Happy Valley BMX Club, BMX Australia (BMX A) and BMX South Australia (BMX SA). Consultation for the project has been undertaken consistent with the CoM Community Consultation Policy.

Council's contribution of \$750,000 towards the project has been funded through Council's 2016/17 Annual Budget carried over to 2017/18.

The CoM has identified the risks associated with the Project and adopted appropriate mitigation strategies. 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 details of which are described in Section 10 of this report. The most significant risks are highlighted below:

1. The immediate major risk to the project at this stage is the shortfall in capital funding. The resolution of this through an expanded commitment from State Government, Councils or commitment from another source is required before this project can be delivered. Continued efforts to identify savings especially to management and /or disposal of the excess excavated soils and reductions in scale of ancillary facilities may serve to reduce, but by no means eliminate, this shortfall.

2. An additional risk is the conditions relating to the funding commitments of the other partners. In particular the current ORS contribution is for construction costs only, with priority for the UCI compliant track component only. In addition the City of Onkaparinga contribution is conditional on the Happy Valley BMX Club formally agreeing to vacate its existing site and to move to the new facility.
3. A longer term but significant risk remains the resolution of ongoing operational responsibilities since the new facility will require new partnerships to be formed by the existing clubs (operated by volunteers) and the sport's peak bodies.

The resolution of these matters requires, significant collaborative effort by parties outside Council's normal sphere of influence.

The CoM has also identified appropriate arrangements for the procurement and delivery of the Project consistent with Council's Policy, which is described in this report.

The CoM will adopt a new governance and management model for the SWBMX which will ensure that the facility is well maintained and that usage and visitation rates can grow.

2. BACKGROUND

2.1 Context

The CoM 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 new facilities and improvements to 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 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 Oval 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.

Since the resolutions of April 2015 Council has progressed the BMX track in close collaboration with the Hallett Cove BMX Club, Happy Valley BMX Club and BMX A and BMX SA.

In 2015 the ORS, the Cities of Marion and Onkaparinga and BMX SA funded the development of a feasibility study to investigate the development of a UCI BMX track. The feasibility study considered a range of matters including:

- Desired project outcomes
- Project requirements
- Strategic context
- Demographic analysis
- Trend and participation analysis
- Supply and demand
- Benefits of BMX
- Key issues and opportunities
- State facility planning
- Benchmarks
- Functional requirements
- Site options analysis

- Initial concept design

The feasibility study demonstrated a very clear need for a UCI BMX standard track in metropolitan Adelaide, the study considered a number of sites and concluded that the site on Majors Road, O'Halloran Hill, previously occupied by the Department of Planning Transport and Infrastructure (DPTI) as a temporary works site was the most appropriate location.

In June of 2016 the State Government announced that it would contribute \$2 000 000 towards the development of the UCI BMX facility.

In July 2016, the City of Marion adopted the following resolution:

BMX – Deed for Funding (SGC120716R03)

1. Note the contribution of \$750 000 from the City of Onkaparinga towards the development of an international standard BMX facility at Majors Road, O'Halloran Hill.
2. Note the funding deed between the Minister for Recreation and Sport and the City of Marion and authorise the Mayor and Chief Executive Officer to sign the deed and to affix the Council seal.
3. Authorise the Chief Executive Officer to negotiate minor amendments to the deed where necessary to enable the progress of the project.
4. Authorise the Chief Executive Officer to appoint a staff member to the Project Steering Committee.
5. Note that a prudential management review for the project detailing the capital cost, whole of life costs and on-going management roles and responsibilities will be developed for Council's consideration.
6. Staff have advised and Council have agreed that under Clause 5.1.4 of the schedule *obtaining any necessary funds* is interpreted that Council is not responsible for financing any funds above \$3 500 000. Obtaining funds will be through the means of advocating additional partnership funding opportunities and not from any additional funding contribution from Council over and above Council's commitment of \$750 000. Council seeks amendment of the draft Deed accordingly.

An amended clause 5.1.4 was put to the Office and Recreation Sport (ORS) consistent with Council's resolution 6 above; however, the amended wording was not accepted by ORS. ORS put forwarded the following revised clause for Council's consideration:

"5.1.4 Council obtaining any necessary funds, with the Office for Recreation and Sport, City of Onkaparinga, City of Marion and the Department of Environment, Water and Natural Resources using their best endeavours to secure and develop a mutually agreeable funding solution if the cost of the project is over the \$3,500,000 project allocation necessary for completion of the regional level, UCI Standard BMX facility;"

In August 2016, the City of Marion considered the following:

BMX – Funding Deed (GC230816R03)

1. Consider the revised clause 5.1.4 proposed by the Office of Recreation and Sport for the BMX funding deed between the Minister for Recreation and Sport and the City of Marion.

Council resolved to accept the revised clause proposed by the ORS.

2.2 Council commitment

Council has prioritised the development of a UCI BMX track as a project that is considered to be closely aligned to the vision, mission, goals and strategies identified within Council's Strategic Plan

2017 - 2027. Furthermore, in late 2016 Council adopted a Three Year Business Plan that specifically states:

Goals – “Communities that are safe and inclusive, embracing active livings and healthy lifestyles.”

“Deliver excellent Sport and Recreation Facilities across the City:

An International standard BMX complex in the South, led by BMX SA.”

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 a range of actions has been taken including the following:

- Establishment of a Project Advisory Group (PAG) comprising a Chairperson (Councillor Janet Byram) and representatives from The Cove BMX Club, Happy Valley BMX Club, BMX Australia (BMX A), BMX SA, Office for Recreation and Sport (ORS), Department of Water and Natural Resources (DEWNR) and staff from the City of Marion and the City of Onkaparinga
- Establishment of a Project Steering Group (PSG) comprising staff from ORS, DEWNR and from the City of Marion and the City of Onkaparinga
- Early engagement of a geotechnical engineering specialist to investigate the soil conditions and provide recommendations to assist with the planning of layouts and the design of the various components and features
- Engagement of a specialist track designer and builder to assist with the design of the facility / site
- Holding a design workshop with key stakeholders to consider potential design arrangements for the BMX track and overall site and to inform the development of consultancy briefs for the design of the overall facility including in the areas of track design, engineering (including management of soil conditions and drainage), service engineers, landscaping and related matters
- Early engagement of a land surveyor to determine site contours, service locations and related matters
- Calling of tenders, assessment and appointment of the following specialists: Design Consultant (comprising architects, engineers, design engineers and landscape architects), Cost Consultant.

2.3 Vision and Objectives for the Sam Willoughby International BMX Track

Develop a high-level competition and training venue for BMX in South Australia with the capacity to host national and potentially international level competitions.

The outcomes desired from the development of the facility include:

- Providing new quality BMX facilities to support participation and enjoyment of South Australians
- To meet the BMX training and competition needs of The Cove BMX Club, Happy Valley BMX Club as well as state and regional communities.
- To provide facilities which comply with current BMX A and UCI BMX Guidelines and requirements and have the flexibility and capacity to meet future changes to these requirements where feasible.
- To support the training and development of competition BMX riders and officials (including specific arrangements for elite athletes).
- To make positive contribution to the civic interests of the wider region from both a social, economic and health perspective.
- To provide riding opportunities for youth at risk of disengaging from society.

- To contribute towards the SA Tourism Plan 2020 objectives.
- To attract interstate riders to the state and assist in raising the level of competition and rider participation in SA.
- To attract interstate riders to all BMX Clubs in SA via combined club race meeting strategies.
- To provide a venue that assists in promoting increased community physical activity
- Maximise community access to and use of any proposed BMX facility.
- Provide a multipurpose sporting and recreation hub that will provide events and attract tourists to the region.
- Enhance the O'Halloran Hill Recreation Park and the experiences it can provide.
- Support the development of the Adelaide Mount Lofty Ranges as an international mountain bike and cycling destination.

Ideally, the new BMX facility will cater for the following BMX disciplines and competitions:

- Club racing (junior/senior, male/female)
- State Championship events
- National/Oceania Championship events
- International events (e.g. Supercross Events, World Championships)
- High performance programs
- Mini wheelers (entry level program)
- Participation programs to encourage increased participation rates in cycling generally
- Elite Training

2.4 Existing BMX facilities

There is not currently a facility within South Australia that is capable of hosting a national level event.


The Cove BMX Club and the Happy Valley BMX Club based in the southern area of Adelaide are both experiencing a series of major constraints and issues at their existing locations at the Cove Sports and Community Club and the Happy Valley Sports Park.

Both sites are located in close proximity to residential areas resulting in ongoing complaints about noise, traffic and dust. Both sites are also constrained in terms of space with no ability to extend existing facilities or include additional facilities such as training facilities, 8m starting hill, freestyle and recreational tracks and features. The Happy Valley club also has a number of significant trees located within their track.


South Australia's participation rate in BMX is substantially lower than the national average. BMX SA is actively seeking to change this situation and has made progress in the last five years with the membership of the sport statewide more than doubling in size.

The sport has strong competitors in the junior levels of BMX in South Australia but this does not flow on to the older age groups due to the lack of training facilities and higher standard facilities capable of hosting elite level events. As such, many of the sport's top riders are moving interstate to access and utilise suitable training and competition facilities and services.

The Cove BMX Club

The Cove BMX Club	The Cove Sports and Community Club, Oval Road, Hallett Cove South
Membership:	168
Facility Description:	
The Cove BMX Club forms part of the Cove Sports and Community Club at Hallett Cove South and is collocated with soccer, Australian Rules football, cricket and netball. The facilities include a BMX track, canteen, amenities, storage facilities, track lights and shelters.	
Site Details:	
Area: 1.5 hectares (approx.) Zoning: Open Space	
	
Positives	Constraints
<p>Located off a major road (Lonsdale Highway)</p> <p>Substantial existing facilities and infrastructure. Part of a multi-use complex.</p> <p>Open space zone</p>	<p>No ability to expand the current facility.</p> <p>Car parking is a major issue when other sports are using the site.</p> <p>Very close proximity to residents.</p> <p>Track not suitable for national or higher level competitions.</p>

Happy Valley BMX Club

Happy Valley BMX Club	Happy Valley Sports Park Taylors Road, Aberfoyle Park
Membership:	149
Facility Description:	
<p>The Happy Valley BMX Club forms part of Happy Valley Sports Club at Aberfoyle Park and is collocated with lawn bowls, Australian Rules football, cricket and tennis. The facilities include a BMX track with bitumised berms, clubrooms, storage facilities, track lights and shelters.</p>	
	
Positives	Constraints
<p>Located off a major road (Taylors Road)</p> <p>Close proximity to schools, major shopping precinct and public transport.</p> <p>Substantial existing facilities and infrastructure. Part of a multi-use complex.</p>	<p>No ability to expand the current facility.</p> <p>Car parking is a major issue when other sports are using the site.</p> <p>Very close proximity to residents.</p> <p>Track not suitable for national or higher level competitions.</p> <p>Existing significant trees located within the track area.</p>

2.5 The Majors Road Site

A major outcome of the initial feasibility report undertaken by BMX SA was to identify a preferred site for the establishment of a BMX facility that caters for the needs of The Cove BMX Club and the Happy Valley BMX Club whilst also being capable of staging higher level events including national championships and potentially UCI level events.

The existing sites of both clubs are too constrained to establish a facility of this nature.

To meet the requirements of a national level facility it has been estimated that a site of around 3 - 5 hectares would be required to cater for the track and associated facilities/areas, spectator areas, club facilities, parking, circulation, passive recreation areas and landscaping. This was informed by the BMX Australia track guidelines and benchmarking against existing national level facilities within Australia.

Given the relatively large land requirement required there are limited opportunities within the metropolitan area of Adelaide to site such a facility. A number of sites were identified and in some cases preliminary investigations occurred as to their suitability.

The sites identified in the southern area of Adelaide include:

- O'Halloran Hill Recreation Park, Majors Road, O'Halloran Hill
- Wilfred Taylor Reserve, Morphett Vale
- Southern Sporting Complex, Noarlunga Downs

Additional sites raised for investigation that are not located in the south were:

- State Sports Park, Gepps Cross
- Adelaide Shores, West Beach

Based on site assessments conducted above the preferred sites for the establishment of high-level BMX facilities are O'Halloran Hill Recreation Park (Majors Road) and State Sports Park at Gepps Cross. Given there is a need to improve facilities for both the Happy Valley BMX and The Cove BMX clubs and an opportunity to link the facilities with the O'Halloran Hill Mountain Bike Park developing a regional facility at Majors Rd provides an opportunity to share infrastructure and create a significant cycling venue for the state.

Opportunities and benefits include

- Large site, relatively flat site
- Access from Majors Road
- Fire services located adjacent to the site
- Ambulance services at Sturt Road, Mitchell Park located 6.5km away
- Flinders Hospital at Bedford Park located 6km away
- Approximately 30-minute drive to/from Adelaide CBD and Adelaide Airport
- Compatible adjoining land- uses and well buffered
- No sensitive vegetation contained on the site
- Close proximity to major southern residential areas
- Capacity to expand and upscale to cater for major events e.g. UCI
- High exposure site
- Synergies with the proposed urban bike park
- Public land (State government owned)

Constraints of the site

- Highly expansive clay soils
- Undeveloped site and limited existing infrastructure and services
- Elevated site and wind may be an issue
- Distance from northern region of metropolitan Adelaide (access to the track for northern metro based clubs)
- Limited public transport opportunities
- Limited accommodation services in close proximity for major events
- Hills Face Zone

Additional benefits on the preferred location

- This site presents a very good opportunity for the establishment of a high level BMX facility
- The site is well located close to a major transport route and within 30 minutes' drive of central Adelaide and the Adelaide Airport. Emergency services are readily accessible
- The site is state government land and is part of the O'Halloran Hill Recreation Park
- The site is well buffered and has the capacity to accommodate a facility of this nature
- The major issues are the need to connect major services the site
- Limited access to public transport services and the proximity to the northern region of the Adelaide metropolitan area
- This site has potential to establish a high level BMX facility

2.6 Site details

The Funding Deed states that the BMX facility is to be on the land described below, which is part of the O'Halloran Hill Recreation Park. The recreation park is Crown Land under the care and control of DEWNR. The project site, in discussion with DEWNR, is on Lot 14 in Crown Record 6088/96 and partially on the southern extent of Lot 1001 in Crown Record 9174/385, immediately west of Lot 14.

The project site is bounded by the Southern Expressway to the east, Majors Road to the south, the Lot 1001 title boundary just west of overhead power lines and the title boundary approximately 320m north of and parallel to Majors Road. The Majors Road frontage is approximately 180m. The indicated area of approximately 9.7 hectares. The site can however be increased or decreased in size or if justified, moved elsewhere within the park.

The site is designated as a national park under the National Park and Wildlife Act (SA).

The site is shown in the marked-up aerial photo below.



To develop the facility, the City of Marion will require the approval of the Minister for Sustainability Environment and Conservation and a formal lease arrangement with Department of Environment Water and Natural Resources.

In line with the City of Marion's leasing policy the terms sought are for an initial term of 5 years with a further 3 rights of renewal of 5 years each taking the proposed term to 20 years. The lease costs would be determined by DEWNR leasing policies however, DEWNR has indicated that the proposed function of the site meets DEWNR's community use parameters and as such, lease terms would be at a significantly reduced rate.

The lease terms particularly in regards to costs will also depend largely on the final footprint of the proposed facility, which will form the lease boundary area, which is likely to be significantly less than the area outlined in the aerial photograph supplied above.

The head lease between DEWNR and the City of Marion lease terms will cover but not be limited to standard items such as sub leases, conditions of use, make good and insurances.

Related projects

Southern Regional Football Facility

Football Federation SA (FFSA), the City of Marion and the State Government are collaborating to develop a new Southern Regional Football Facility (SRFF) to be located at Majors Rd O'Halloran Hill. The City of Marion and state governments have each made a financial commitment of \$2 500 000 towards the project. It is anticipated that Cove FC (soccer club) will move its home base from Cove Sports and Community Club to the new SRFF once it has been constructed.

The preferred development option includes:

- 1 Show Pitch (synthetic surface) with 350lux lighting and spectator stand for approximately 500 people
- 2nd additional synthetic pitch with lighting to 200 lux
- Integrated Clubroom and Function Centre for 200 guests – to potentially to support football, BMX and mountain bike facility needs
- Car parking for 500 cars
- Landscaping and integration to surrounds.

Currently there is no costed concept plan available for the project. In the longer term, an option for a third synthetic pitch at the SRFF site would provide a range of benefits for Cove FC as well as broaden the income opportunities for the complex, including smaller 7-A-side competitions and additional facilities for training and junior games.

The location of this football facility on the northern side of Majors Road immediately west of the BMX site was proposed; this would have enabled options for shared infrastructure to be considered. That area is part of the O'Halloran Hill Recreation Park. The consultation process highlighted that the football facility would be too close to the Sturt Pistol & Shooting Club and Southern Archers. Security of perimeter fencing with the pistol and archery clubs and concerns about children potentially jumping fences into archery site or pistol noise which may be distressing for people attending football/soccer games ruled out the site as an option for the facility.

The southern side of Majors Road, immediately to the west of Adams Road, as shown below, is a larger site where future expansion of the football facility is possible. This area is also part of the O'Halloran Hill Recreation Park.



The Holdfast Model Aero Club is concerned about the potential for injury should there be loss of control of the model aircraft with crashes beyond the buffer zone.

It is expected the concept planning of the SRFF will commence late 2017.

O'Halloran Hill Urban Bike Park

O'Halloran Hill Recreation Park has been identified as an ideal location for the development of a world class urban bike park, assisting in realising the Government's policy of establishing the Adelaide Mount Lofty Ranges as an international mountain bike destination. The vision for O'Halloran Hill Recreation Park is a reserve that supports a broad range of recreational and competitive off road cycling opportunities, with shared use trails that connect open space areas and land management programs that contribute to the visual amenity of the Hills Face Zone. The Park will fulfil an important open space need in the community and, along with off road cycling, will be popular for walking, horse riding, and dog exercising.

The development of a major mountain bike hub at O'Halloran Hill is seen as complementary to the UCI BMX facility and has been welcomed by the BMX project stakeholders.

Glenthorne

Glenthorne Farm is a 209 hectare site located on Majors Road south-east of the proposed BMX site. The land is owned by the University of Adelaide and managed via a legal agreement with the State Government.

The site is currently operated as a small-scale sheep farm, however according to the agreement with the State it was to be developed as a centre for preservation and viticulture research along with environmental and community access for recreation.

The City of Marion is committed to the vision for Glenthorne Farm as being preserved for revegetation, open space, heritage interpretation and related public use.

The future of Glenthorne farm is uncertain, however City of Marion is actively working with key partners to maximise community benefits at the site. This includes the potential to create further strategic links to surrounding land and activities along Majors Road.

2.7 Scope of SWBMX Project

The SWBMX will provide the state with a UCI Standard BMX facility capable of meeting the needs of BMX SA, The Cove BMX Club and Happy Valley BMX Club and more generally is intended to:

- Increase the level of participation in BMX and cycling
- Provide pathways for the BMX sport from beginner to high performance
- Contribute to the development of the sport and the leisure industry
- Promote increased community physical activity and to maximise community access to and use of the BMX facility
- Provide facilities that are functional sustainable and fit for purpose
- Be inclusive and cater for all ages
- Support programs for disadvantaged youth

The development of new the SWBMX will also provide facilities that support the development of BMX in all key areas:

- Club racing both junior and senior, male and female
- National events, world events, supercross events, Olympic events
- High performance
- Junior development
- Mini Wheelers
- Freestyle
- More South Australians exposed to other cycling disciplines through BMX

The SWBMX will incorporate the following elements:

- UCI standard BMX track with 5 metre and 8 metre starting hills.
- Controlled access (fencing) to the SWBMX
- Publicly accessible pump track and freestyle BMX track
- Toilet amenities
- Club room suitable for use by The Cove BMX Club and the Happy Valley BMX Club
- Car parking
- Landscaping

The SWBMX will be designed and developed to accommodate the week-to-week operations of the two clubs and BMX SA, with the capacity for the site to have additional facilities brought in ('bumped in') for major events. Items that will be bumped in for large scale (state, national and international events) will include:

- Grandstands and viewing areas
- Toilets and related amenities
- Catering facilities
- Competitor marshalling areas, change rooms and amenities
- Drug testing facilities
- Additional timing, filming and performance management facilities necessary to support major events

2.8 Functional Requirements

Local and District Facility Requirements

Local and district level facilities require a basic to moderate level of facility provision.

A local facility may contain:

- An entry level BMX track which may or may not be suitable for competition
- Pump track and/or beginners track
- Amenities (e.g. toilets, shade)
- Informal parking

A district level facility may contain:

- A competition BMX track suitable for club level competition at a minimum (in accordance with BMX Australia Track Guidelines)
- Club facilities e.g. clubrooms, storage, spectator areas
- Competition facilities (e.g. starting gates, timing equipment, safety fencing, office, first aid)
- Pump track and/or beginners track
- Formal parking (may be sealed or unsealed)
- Perimeter fencing
- Regional facility requirements
- Regional facilities require a high level of facility provision and would include:
- A competition BMX track that meets state level competition requirements (in accordance with BMX Australia Track Guidelines)
- Substantial club facilities e.g. clubrooms, storage, spectator areas
- Competition facilities (e.g. starting gates, timing equipment, safety fencing, office, first aid, drug testing)
- Pump track and/or beginners track
- Formal parking (preferably sealed)
- Perimeter fencing

State Facility Requirements

A state level facility would require facility provision at an elite level including:

- A competition BMX track that meets national level competition requirements (in accordance with BMX Australia Track Guidelines)
- Training facilities including provision for high performance programs
- Substantial club facilities e.g. clubrooms, storage, large spectator areas
- Competition facilities (e.g. starting gates, timing equipment, safety fencing, office, first aid, drug testing)
- Pump track and/or beginners track
- Track lighting
- Formal parking (sealed)
- Perimeter fencing

UCI Facility Requirements

In accordance with the Union Cycliste Internationale (UCI) requirements, a track for the UCI BMX World Championships must satisfy the following criteria:

Situation

- Preference for outdoor tracks, however indoor tracks can be considered if the criteria below can be respected.

Sporting Criteria

Meet the minimum dimensions specified in the UCI BMX Regulations, in summary:

- Minimum 300m to maximum 400m in length
- No narrower at any point than 6m (between the white boundary lines)
- Include more challenging sections for professional riders, but still be suitable for skilled amateurs
- Include an 8m start hill for Championship Categories
- Include a 5m start hill for Challenge Categories and Masters
- Generally, follow the recommendations outlined in the UCI BMX Track Guide
- Provide an all-weather surface on starting gates, start hills and track which allows racing to continue in wet conditions with no increase in risk
- Safety zone of least 2m wide around entire riding surface of the track without obstructions
- Team area of minimum 600 square metres (1000 – 1200 square metres preferred) located close to the start hills. The staging area will preferably be located close to the start hills

Design and Construction

- Track designs must be submitted to and approved by the UCI before construction begins
- The track builder must be approved by the UCI before construction begins
- Effective water drainage around the track to minimise rain disruptions
- The track must be tested by several sufficiently skilled riders (at least 1 Man Elite and 1 Woman Elite) approved by the UCI during the final stages of construction, which must be witnessed by a UCI appointed technical expert; any changes recommended during this testing must be made.
- For temporary tracks (whether indoors or outdoors), construction must begin early enough to incorporate this testing.
- For permanent tracks, requirement to hold a Class 1 international BMX race as a test event on the track in the year leading up to the World Championships (recommended to be at least 3 months before the event in case minor changes to the track are needed as a result)

Other Factors

- Adequate working space within the track infield for press, officials and medics, including level working space at least 1.5m wide between each straight.
- Barricade fence installed around infield to restrict access (while respecting the safety zone mentioned above).
- Adequate space within the track for temporary installations such as the finish arch, TV cameras, and timing / TV cables and other equipment.
- There is a preference for outdoor tracks, however indoor tracks can be considered if the criteria above can be met.

2.9 The Project

The project scope and deliverables includes the following:

UCI track and associated infrastructure

- Site master planning
- Relationship between soils, track, ramps, spectator viewing, stormwater
- UCI track
- 5m and 8m high starting ramps
- Starting gates

- Timing system
- Track lighting Staging areas
- Loudspeaker facilities
- Staging area
- Safety fencing to UCI track
- Toilets for club and public use
- Access off Majors Road
- Services – electrical, water, wastewater, communications
- Stormwater disposal
- Associated track elements
- Carparking
- Pedestrian and bicycle movements
- Spectator areas
- Multipurpose building to cater for timing - computer room, nominations room, first aid room, club rooms, events rooms, toilets, kitchen – canteen, storage, club memorabilia
- Equipment storage
- Allow space for brought-in infrastructure for events
- Allow space for food vendors at events
- Allow space for overflow carparking for events
- Allow space for potential future commercial structures, e.g. pro shop

Facility Management

- Management model
- Leasing arrangements

Additional amenities to foster community use and involvement

- Pump track – entry level into the sport and public recreation
- Freestyle track – allocate an area only
- Liaison with DEWNR regarding a mountain bike trailhead at the site
- Public toilets
- Public facilities – seating, barbeques, shade structures, water points

The Concept Site Layout is presented in Attachment 2. The drawings for the so called ‘middle-weight’ UCI track are shown in Attachment 2, note that the ‘middle-weight’ option is the option selected by the project team.

2.10 Cost

A project cost estimate has been prepared by independent Cost Consultant, Rider Levett Bucknall, who is based in Adelaide and well versed in the local construction market.

The estimate was compiled at the end of the concept design, based on concept layouts, the geotechnical report, concept design descriptions and a relatively detailed UCI track design. Concept design cost estimates are generally within +/- 10% to 20% of the final cost. The cost estimate progressively improves as the design phases progress.

The cost estimate includes reasonable allowances for margins, overheads, contingencies, consultancy costs and the like, i.e. project costs rather than simply a construction cost.

It was apparent before the end of the concept design that the cost would exceed the budget. A number of value management meetings were held to help reduce the cost. Three UCI track designs with differing track features were prepared and costed; the other components of the facility were kept

constant for each track option. The three options were named heavy-, middle- and light-weight. BMX A, BMX SA and the two clubs favoured the middle-weight option. The heavy weight option was considered too complex and the light-weight option would not provide sufficient differentiation to attract national events and would not attract international events. The increase in earthworks to mitigate the swelling, shrinking and cracking of the highly expansive clays has contributed significantly to the cost. An independent costing by a contractor, using the design quantities, was carried out which indicated more conservative earthworks costs than those shown.

The proposed site has no existing services or infrastructure, and the nature of the clay soils is such that parking directly onto the ground surface with no or minimal treatment will result in vehicles being bogged when the ground is wet.

The cost summary for the three track options is presented in Attachment 3, this lists the assumptions and the cost savings already included from the value management exercises. Attachment 3 also includes the cost breakdown for the project based on the middle-weight track option.

A broad summary of the cost estimate is shown below; the assumptions and exclusions are not included here and can be located in Attachment 3. All costs exclude GST.

Component	Cost
UCI Race Track	\$1,375,000
UCI Race Track Preparation Earthworks due to Reactive Soil	\$ 900,000
Start Ramps (including enclosed storage under)	\$ 990,000
100 lux Track Lighting	\$ 160,000
Pump Track (shaping of jumps excluded)	\$ 70,000
Carpark (no overflow)	\$ 720,000
Clubhouse	\$ 660,000
Public Facilities	\$ 100,000
Site Infrastructure	\$ 620,000
Sub total A	\$5,595,000
Margins and Adjustments	\$ 560,000
Professional Fees and Disbursements	\$ 490,000
Sub total B	\$6,645,000
Extra to dispose of excavated soil off-site	\$1,050,000
TOTAL (excl GST)	\$7,695,000

Current investigations indicate that an area very close to the site could be used for soil disposal subject to further investigation and approval. While this \$1,050,000 soil disposal cost is anticipated to be significantly reduced, the current total cost of \$7,695,000 is used throughout this report.

The above cost estimate includes reasonable allowances for the connection to utilities and for access to the facility without significant works to Majors Road, a DPTI owned arterial road. Allowances have not been included for significant changes to the Majors-Adams Road junction nor any consequential effects on the existing electricity distribution network. These costs would have to be funded through other budgets and funding sources.

The middle-weight cost estimate, either with or without the excavated soil disposal costs, significantly exceeds the \$3,500,000 budget. The following initiatives are in place regarding the budget shortfall:

- Further investigation into disposal of excess excavated material
- Review of costings
- Review of design in relation to geotechnical recommendations
- Exclusion of 'public infrastructure' costs, namely barbeque, seating and shade structures
- Possible exclusion of 'pump track'
- Simplification of 'clubhouse'
- Consideration of a staged delivery of infrastructure that can be delivered subsequent to opening

the facility and not impact on the functionality of the facility

- Further discussion with DPTI on access requirements and funding thereof
- Investigation of other locations for the facility: sites with existing services (electricity, water) and facilities (carparking, toilets, clubhouse), sharing services and facilities with other developments, sites with better soils
- Additional funding from funding partners and other sources.

2.11 Site Operations

Governance and Management model

The Project also requires the establishment of a sustainable management structure with shared core administration services that will activate the site, and support affiliate clubs and community groups to nurture and grow their activities and participation whilst providing effective governance and management for a sustainable long-term future of the site.

This will be achieved through the establishment of a new 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.

As outlined in section 2.6 a head lease agreement will exist between DEWNR and the City of Marion as the lessor of the site from DEWNR the lessee. The contents of the lease will cover such areas including terms, rights of renewal, costs and conditions of use.

Sub-lease to BMX Management

As per conditions outlined in the head lease, the City of Marion will have the ability to sub lease with formalised lease terms under the City of Marion's Leasing and Licensing Policy.

The two clubs proposed to occupy the site (Happy Valley BMX and The Cove BMX clubs) have expressed a desire to not amalgamate when they cohabitate the facility on the theory of retaining their history and distinct club cultures.

There are also practical advantages for this reasoning such as increased leverage in lobbying for national events, which are done at a club level as opposed to the state governing bodies. Having multiple bodies lobbying for the same event at the same site increases the likely success of events being held at the new facility. Once the events are announced it is usual that the state governing body then come in and manage the event on behalf of the club.

The City of Marion will have no presence in the day to day management of the facility, with a proposed overarching body representing the new facility being the desired model by Council and endorsed by DEWNR. The overarching Committee of Management will have a direct sub lease with the City of Marion and subsequently will then issue sub leases to the two occupying clubs. It is proposed that this incorporated body will be made up of representatives of the two BMX clubs, representation from BMX's state and preferably national governing bodies.

The Committee of Management will be constituted as an incorporated not-for-profit association and the proposed new constitution does not alter this status. The Committee of Management is and will remain a "community organisation" as defined by the Volunteers Protection Act and as a consequence volunteers operate under the protections of that Act.

The objectives of the Committee of Management shall be as follows:

- To maintain and improve the Precinct for the recreation and enjoyment of sporting and recreational

clubs, and the local community

- To supervise use of the Precinct by sporting and recreational clubs, and the local community
- To manage all facilities and grounds within the Precinct
- To do all things incidental to such purposes

The lease between the City of Marion and the Committee of Management will include a schedule of responsibilities and liabilities of both parties as well as a series of strategic objectives aimed at maximising use of the facility for community benefit.

The new management arrangements will commence with the development of a new constitution incorporation of the new entity and signing of the lease agreement once approved by Council. 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.

It is anticipated that the development of the new lease will commence once full project agreement has been reached with DEWNR and State Government terms. This will also trigger discussions with the Committee of Management on the timetable for transition to the governance and management model.

To ensure the facility is operational and a sustainable recreation asset it is recommended the following performance indicators and items be considered in the lease agreement:

- A Business Plan is provided to Council which details how the asset will be managed and achieve the aims, objectives and KPI's before the asset is transferred to the Committee of Management
- A timetable and requirements for ongoing reporting, analysis and review of KPI's based on valid and reliable data collection
- A bid for a national BMX event is made within 12 months of opening the track

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 the City of Marion's strategic objectives of a liveable and prosperous city, 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 South Australia play critical roles in economic and social development and it is important that these are complementary and developed and implemented in a model with commensurate funding contributions.

Project Objective	City of Marion Strategic Plan Objectives	City of Onkaparinga	LGA SA	State Government Objective
<p>Social and Cultural</p> <p>Increased opportunities to participate in BMX: BMX is a popular sport throughout the world and has a strong global community. The BMX facility will provide participation opportunities for young people and ensure they feel connected with other people.</p> <p>BMX facilities will enhance wellbeing for riders and its associated community. BMX has been shown to reduce stress and increase longevity.</p> <p>The project addresses disadvantage in the region.</p> <p>Provide opportunities for to build stable and viable communities.</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>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>City of Onkaparinga Community Plan 2035</p> <p>The plan has five goals that will contribute to this vision being realised:</p> <ul style="list-style-type: none"> • A liveable and connected city • Vibrant and resilient communities • A prosperous economy • Sustainable environments • Council of excellence. <p>Objective 1.1 – Active, diverse destinations Objective 1.2 – Connected & accessible places Objective 1.3 – Great lifestyles</p> <p>City of Onkaparinga Sport and Active Recreation Strategic Management Plan 2014-19 is</p>	<p>Public Realm and Urban Design Guidelines</p> <p>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 available spaces and facilities but more importantly for people, 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>Target 2: Cycling Double the number of people cycling in South Australia by 2020 (<i>baseline: 2011</i>)</p> <p>Goal: We spend quality time with our families.</p> <p>Target 13: Work-life balance Improve the quality of life of all</p>

Project Objective	City of Marion Strategic Plan Objectives	City of Onkaparinga	LGA SA	State Government Objective
Enhance opportunities to achieve excellence in high performance BMX		<p>set out under 4 broad Aims which are:</p> <ol style="list-style-type: none"> 1. Community Participation - Providing sport and active recreation participating opportunities through programs, events and services 2. Sport and Club Development Services- Enhancing services to support sport and recreation clubs 3. Sports Infrastructure - Planning for and developing sports grounds and sporting facility infrastructure 4. Active Recreation Facilities - The provision of active recreation infrastructure 	connections that those places make with their community, their environment and their history.	<p>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> <p>Goal: We value and support our volunteers and carers.</p> <p>Target 24: Volunteering</p>

Project Objective	City of Marion Strategic Plan Objectives	City of Onkaparinga	LGA SA	State Government Objective
				Maintain a high level of formal and informal volunteering in South Australia at 70% participation rate or higher (baseline: 2006)
<p>Economic</p> <p>Support for major BMX events to increase participation and attract tourists to the region.</p> <p>Greatly increase activation and use of the site particularly by the regional cycling community to create business and employment opportunities for citizens</p> <p>Improved level of economic activity in the region</p> <ul style="list-style-type: none"> Increased visitation Creation of ongoing jobs and opportunities for small business to service the site Facilities for major events and functions Improved partnerships between local, state and the private sector Supporting investment in priority infrastructure. 	<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>Economic Development Strategy</p> <p>Objective 3.1 – A new economy</p> <p>Objective 3.2 – The south as a destination</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>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>

Project Objective	City of Marion Strategic Plan Objectives	City of Onkaparinga	LGA SA	State Government Objective
<ul style="list-style-type: none"> Provide jobs during construction as well as ongoing maintenance of the site <p>Create a financial sustainable future for the sport of BMX.</p>				
<p>Environmental</p> <p>Improving quality, usage and sustainability of open space and associated built facilities for a wide range of activities, programs and services</p> <p>Improve availability of quality BMX Facilities</p>	<p>Valuing Nature</p> <p>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.</p>	<p>Environmental Strategy</p> <p>Objective 4.1 – Valued natural resources</p>	<p>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.</p>	<p>Goal: We adapt to the long term physical changes that climate change presents.</p> <p>Target 62: Climate change adaptation Develop regional climate change adaptation plans in all State Government regions by 2016 (baseline: 2011)</p> <p>Target 2: Cycling Double the number of people cycling in South Australia by 2020 (baseline: 2011)</p> <p>Goal: We reduce our reliance on cars in the metropolitan area, by walking, cycling and increasing use of public transport.</p>

People and Parks Strategy

The Department of Environment, Water and Natural Resources (DEWNR) has developed *People and Parks* strategy to enhance South Australia's parks and the experiences they provide to people. It has been developed in consultation with other agencies, Aboriginal partners, the tourism and recreation sectors, local government, education providers, community organisations, volunteer groups and conservation groups.

This project will directly link and assist the State Government in achieving its People and Parks Objectives by:

- Enhancing the site to a venue that will attract tourists to South Australia
- Promoting health and well being
- Creating a venue that will be cared for by the key stakeholders and community
- Growing community benefit and prosperity
- Create a successful tourism partnership between levels of government and sporting organisations

Establishing the Adelaide Mount Lofty Ranges Region as an International Mountain Bike Destination

The South Australian Government has recognised the importance of the Adelaide Mount Lofty Ranges (AMLR), and its future potential to contribute to the development of Adelaide and the region as a thriving nationally and internationally competitive place to live, invest and visit. The Government has committed resources to build the AMLR as an international-level mountain biking destination that they would like to see become an important driver of tourism and economic sustainability in the region.

The O'Halloran Hill Recreation Park is a key site for the development of a Mountain Bike destination and following outcomes are listed as critical factors:

- the protection of the region's significant biodiversity, natural resources and natural and cultural values
- development of experiences that appeal to the range of local, domestic and international mountain biking markets
- the delivery of benefits to local and regional communities and contribution to the tourism experiences available in the Adelaide and the region
- an integrated, cross tenure approach to destination development and management among the region's numerous land management, tourism, recreational and community stakeholders
- development of stakeholder and community support and stewardship for an international-level mountain biking destination.

The BMX facilities will directly compliment the proposed Mountain Bike facilities creating a unique cycling destination for the southern region of Adelaide.

BMX Australia's (BMXA) strategic plan

Through BMX Australia's (BMXA) strategic plan 2015-2018 they have adopted three strategic priorities *Partnerships, Participation and Performance*.

Specific objectives within the plan include:

- Increased opportunities for Australian's to participate in BMX
- Improve availability of quality BMX Facilities
- Support the development of new events to increase participation
- Enhance opportunities to achieve excellence in high performance BMX
- Create a financial sustainable future for the sport

The development of a new UCI standard track in South Australia will support BMXA objectives.

The aim of the project is also to investigate options for improved facilities for the Happy Valley BMX Club and The Cove BMX Club.

Happy Valley BMX Club's Vision is to:

"Develop the premiere BMX venue in metropolitan Adelaide where riders of all ages and abilities can participate in the sport."

Cove BMX Club's Strategic Vision is:

"To have a national standard BMX facility attracting interstate riders/competitions to SA and allowing the club to attract and sustain a large membership base offering all levels of rider participation."

The Cove BMX Club's strategic plan has reached many of its objectives and is unable to fulfil the remaining objectives due to current site constraints.

4. OBJECTIVES OF THE DEVELOPMENT PLAN IN THE AREA

Relevant provisions of the Development Plan are provided below:

The site for the proposed BMX facility is located within the Hills Face Zone. The relevant sections of the zone are as follows:

Hills Face Zone

Objectives

- 1 A zone in which the natural character is preserved and enhanced or re-established in order to
 - (a) provide a natural backdrop to the Adelaide Plain and a contrast to the urban area
 - (b) preserve biodiversity and restore locally indigenous vegetation and fauna habitats close to metropolitan Adelaide
 - (c) provide for passive recreation in an area of natural character close to the metropolitan area
 - (d) provide a part of the buffer area between metropolitan districts and prevent the urban area extending into the western slopes of the Mount Lofty Ranges
 - (e) ensure that the community is not required to bear the cost of providing services to and within the zone.
- 2 A zone accommodating low intensity agricultural activities and public/private open space and one where structures are sited and designed in such a way as to:
 - (a) preserve and enhance the natural character or assist in the re-establishment of a natural character in the zone
 - (b) limit the visual intrusion of development in the zone, particularly when viewed from roads within the zone or from the Adelaide Plain
 - (c) not create, either in themselves, or in association with other developments, a potential demand for the provision of services at a cost to the community
 - (d) prevent the loss of life and property resulting from bushfires.
- 3 Development that contributes to the desired character of the zone.

Desired Character

The western slopes of the south Mount Lofty Ranges in Metropolitan Adelaide are an important natural asset to both the population of the urban area and the tourism industry. Development, which is undertaken in this zone, should not only preserve but should also enhance the natural character of the zone or assist in the re-establishment of a natural character. The term 'natural character' refers to the natural topography, native vegetation and colours, such as greens and browns of non-reflective earthen tones, normally associated with a natural landscape. Additionally, natural character refers to the open character of the land in those areas of the zone where open grazing currently predominates.

In those parts of the zone where, prior to 1975, concentrations of smaller than average allotments were created, special attention needs to be paid to the scale, design and landscaping of development because there are fewer location options for development on these allotments.

The extent of native vegetation and open grassland, the steep slopes and the difficulty of access combine to make this zone a high fire risk area. It is important that developments incorporate fire protection measures to minimize the fire risk. While vegetation management is an important part of minimizing the fire risk, the destruction of existing native vegetation and failure to provide landscaping as to screen buildings and improve the amenity of the zone are not considered acceptable fire protection measures.

The Hills Face Zone is not a residential zone and so services provided in an urban area will not be provided in this zone. Accordingly, development should not be undertaken if it is likely, in itself or in association with other development, to create a potential demand for such services. Activities and projects by State and local agencies, which are considered necessary in this zone, will be located, sited, constructed and maintained to promote the objectives for the zone and complement the principles of development control relating to this zone. Tourist facilities are appropriate provided they are of a low-scale and are sited unobtrusively.

Principles Of Development Control

Land Use

- 1 Development should not be undertaken unless it is associated with a low intensity agricultural activity, a public open space area or a private use of an open character, or is a detached single storey dwelling, including outbuildings and structures normally associated with such dwellings, on a single allotment.
- 2 Development listed as non-complying is generally inappropriate.
- 3 The excavation and/or filling of land outside townships and urban areas should
 - (a) be kept to a minimum and be limited to a maximum depth or height no greater than 1.5 metres so as to preserve the natural form of the land and the native vegetation
 - (b) only be undertaken in order to reduce the visual impact of buildings including structures, or in order to construct water storage facilities for use on the allotment
 - (c) only be undertaken if the resultant slope can be stabilised to prevent erosion, and result in stable scree slopes, which are covered with top soil and landscaped so as to preserve and enhance the natural character or assist in the re-establishment of the natural character of the area.

Form and Character

- 4 Development should not be undertaken unless it is consistent with the desired character for the zone.
- 5 Development should not be undertaken if it is likely to result in:
 - (a) pollution of underground or surface water resources
 - (b) over exploitation of underground or surface water resources
 - (c) adverse impact on underground or surface water resources, including any environmental flows required to meet the needs of the natural environment
 - (d) unnecessary loss or damage to native vegetation including the full range of tree, understorey and groundcover species/native grasses so as to maintain and enhance environmental values and functions, including conservation, biodiversity and habitat
 - (e) denudation of pastures
 - (f) the introduction of or an increase in the number of pest plants or vermin

- (g) adverse impacts from chemical spray drift, chemical runoff or chemical residue in soils
 - (h) the erection of structures or construction of access tracks and parking areas in a manner which detracts from the landscape character and visual amenity of the zone
 - (i) increased hazard to the locality from bushfires
 - (j) loss of amenity to adjoining land or surrounding localities from:
 - (i) the visual impact of buildings, structures or earthworks
 - (ii) the intensity of activity associated with any such use, including significant adverse impacts arising from chemical spray drift, use of audible bird or animal deterrent devices, and the use of associated vehicles and machinery.
- 6 Development should not occur on land where the slope poses an unacceptable risk of soil movement, land slip or erosion.
- 7 Buildings, including structures, should be located in unobtrusive locations and, in particular, should:
- (a) be located not to be visible against the skyline when viewed from roads within the zone or from the metropolitan area particularly the Adelaide Plain
 - (b) have the roof line below the lowest point of the abutting road when the allotment is on the low side of the road
 - (c) be screened by existing native vegetation when viewed from roads within the zone or from the metropolitan area particularly the Adelaide Plain
 - (d) be located well below the ridge line
 - (e) be located within valleys or behind spurs
 - (f) be set well back from public roads, particularly when the allotment is on the high side of the road
 - (g) be sited on excavated rather than a filled site in order to reduce the vertical profile of the building
 - (h) not be sited on landfill which would interfere with the flow of floodwaters
 - (i) not have a septic tank drainage field located in such a way as to pollute watercourses
 - (j) be located in such a way as to maximise the retention of existing native vegetation and retain watercourses in their natural state.
- 8 Buildings, including structures should be unobtrusive and not detract from the desired natural character of the zone and, in particular:
- (a) buildings should be of a single storey
 - (b) the mass of buildings should be minimized by having separate vehicle storage areas.
- 9 Buildings should have a:
- (a) year round water supply and a safe and efficient effluent disposal system which will not pollute watercourses or underground water resources or be a risk to health

- (b) safe, clean, tidy and unobtrusive area for the storage and disposal of refuse so that the desired natural character of the zone is not adversely affected.
- 10 Driveways and access tracks should follow contours of the land to reduce their visual impact and erosion from water runoff and be surfaced with dark materials.
 - 11 Development should not in itself, or in association with other development, create a potential demand for the provision of services at a cost to the community.
 - 12 Additions to buildings should maintain the single storey profile of the building and be sited on the side of the dwelling which minimises the obtrusiveness of the completed building.
 - 13 Buildings should be grouped together.
 - 14 Retaining walls should be constructed as a stepped series of low walls constructed of dark, natural coloured materials and screened by landscaping using locally indigenous plant species where possible.
 - 15 Fences, if required, should be sited to minimise their visual impact and should be of post and wire or other materials which can be seen through. Obtrusive gateways, particularly of brick or masonry, should not be constructed.
 - 16 When solid fences are essential, particularly rear and side fences in closely divided areas within the zone, they should be of materials which are of a low light reflective nature and of dark natural colours to blend with the natural landscape and minimize any visual intrusion. Such fences should not increase the fire risk near buildings.
 - 17 Communication towers and masts should be sited and designed to minimize their visual impact. The number of masts should be contained by shared use of facilities.
 - 18 Telephone lines and electricity mains and services of less than 33 kV should be located underground. All new lines, mains and services should be located and designed in such a way as to minimize their visual intrusion and any adverse effect on the desired natural character of the zone.
 - 19 Development should only be undertaken if it can be located and designed to maximize the retention of existing native vegetation and, where possible, increase the extent of locally indigenous plant species.
 - 20 Locally indigenous plant species should be established to screen development, including scree slopes created as a result of excavation and/or filling of land, in such a way that the bushfire hazard is not increased. Screening mounds may also be appropriate.

Procedural Matters

Non-complying Development

Development (including building work, a change in the use of land, or division of an allotment) for the following is non-complying:

Form of Development	Exceptions
Filling	Except where one or more of the following applies: <ol style="list-style-type: none">(a) the height of filling is less than one metre above natural ground level.(b) the filling is directly required for an underground home, underground tank, or cellar.

Public Notification

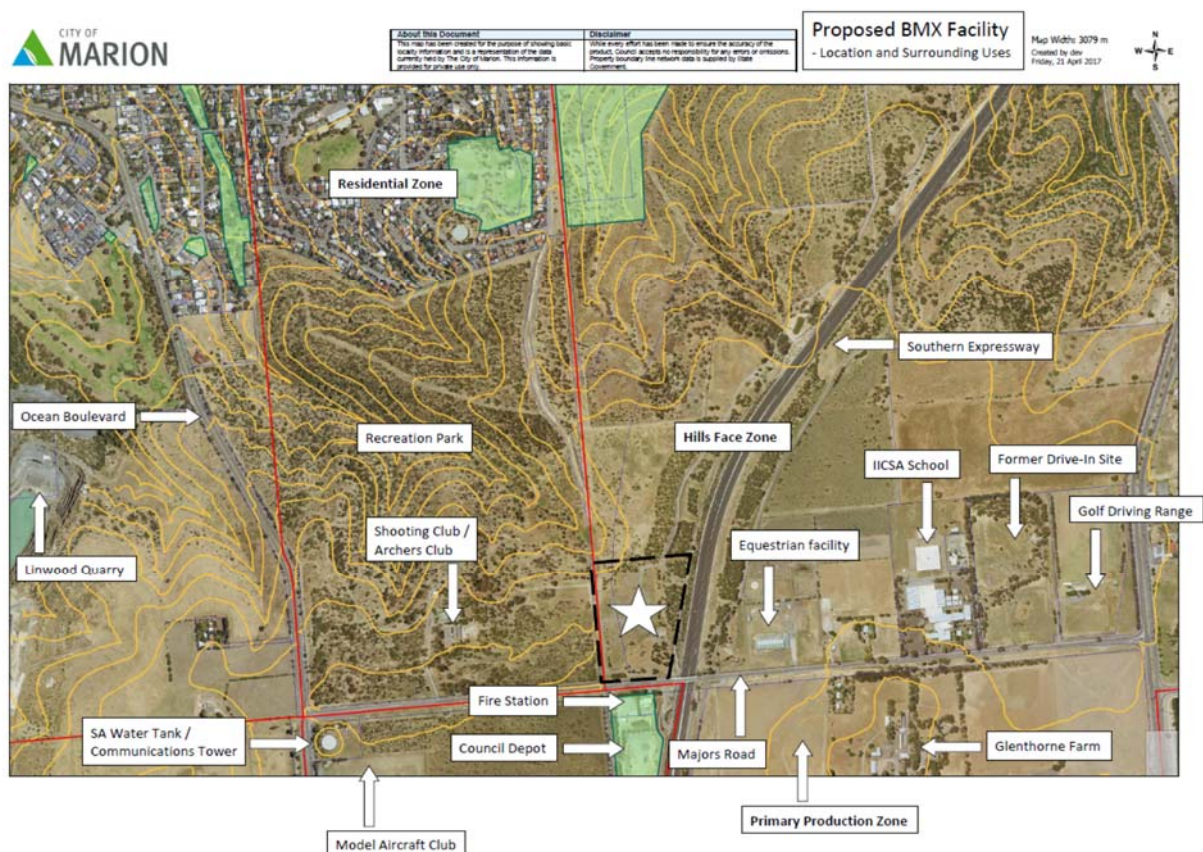
Categories of public notification are prescribed in Schedule 9 of the *Development Regulations 2008*.

Analysis/Discussion of Proposal

On reading the objectives and desired character for the Hills Face Zone it would appear that the proposed BMX facility is not a use anticipated within the zone. Fundamentally, uses are to preserve or enhance the natural character (natural topography, native vegetation and colours etc.) of the zone. Also, the proposed BMX facility, by its very nature, requires a considerable amount of fill to be deposited, at heights greater than 1 metre, to produce an undulating track with jumps, hill starts, spectator embankments, a vegetated mound for wind break purposes. Any filling of land with a height greater than 1 metre is a non-complying use within the zone.

However, in this particular instance, the nature of the land and types of uses already located within the Hills Face Zone, within reasonable proximity of the subject site, requires careful consideration, as the area is not typical of the character that would be expected within such a zone.

The Hills Face Zone covers all land on the northern side of Majors Road, land on the southern side of Majors Road, west of Adams Road, and a considerable portion of land on the western side of Ocean Boulevard. The remaining land on the southern side of Majors Road (east of Adams Road) is within the Primary Production Zone.



Land uses, either currently or previously located on the northern side of Majors Road, between Ocean Boulevard and Main South Road, include the following:

- The O'Halloran Hill Recreation Park is located directly to the west of the subject site.

- A shooting club/archery club comprising a number of buildings/structures, which are spread out over approximately 150 metres, is located within the Recreation Park. The nearest structure is setback some 150 metres from the road and is well screened by mature native trees.
- The Southern Expressway, which comprises a large cutting with seven (7) lanes of roadway and associated mounding, bridge infrastructure and bikeways, is located immediately to the east of the subject site.
- An equestrian facility, which comprises a very large industrial scale building setback some 50 metres from the road boundary with little if no landscaping providing, screening.
- A rural property comprising a large homestead of local heritage status (Weblyn) and a number of outbuildings.
- A former TAFE complex (now owned by the IICSA) comprising a multitude of large scale buildings setback approximately 35 metres at the closest point. The presence of a number of mature trees provide some screening of the buildings.
- A former drive-in movie site, which is currently of a generally open nature adjacent the road, with a backdrop of dense trees providing a visual buffer to the remaining large screen.
- A golf driving range comprising a number of buildings, and associated structures is sited behind a line of mature trees, some 130 metres from the road boundary and a carparking area is located just in front of the trees.

Land uses located on the southern side of Majors Road include:

Within the Primary Production Zone

- A fire station (immediately opposite the subject site)
- Council depot (immediately opposite the subject site)
- Glenthorne Farm (local heritage status)

Within the Hills Face Zone

- SA Water compound which comprises a large water tank and a 3rd party telecommunications tower
- A model aircraft club

Land uses located on the western side of Ocean Boulevard (within the Hills Face Zone) include:

- A large (working) open cut quarry (Linwood) which is visible from certain locations along Ocean Boulevard and Perry Barr Road.

It is evident that many of the existing uses, including the associated buildings/structures, along Majors Road and in the general vicinity do not reflect the types of uses or character that is generally envisaged within the Hills Face Zone. Whilst some of the uses/buildings are well screened from the road by vegetation, others are visually dominant.

Although located near the ridgeline, the subject site is obscured from the Adelaide Plains by the undulating topography of the land and vegetation within the O'Halloran Hill Recreation Park. The eastern side of the site is relatively densely planted with semi-mature native trees,

possibly as part of the screening of the Southern Expressway alignment. Beyond this, the site is predominantly open pasture with a slightly undulating topography.

It is expected that the most visually dominant aspects of the proposed BMX facility would be the mounding and embankments associated with the tracks and the carparking areas. These components are likely to have a more natural form against the existing topography/landscape and have a lesser visual impact from the road and surrounding locality than the large scale buildings already present along Majors Road.

A vegetated mound/wind break is being proposed along the western side of the subject site. If existing vegetation on the perimeter of the subject site can be retained where possible and supplementary native vegetation is planted, particularly along the frontage of the site, the facility would be relatively well screened from the road and the general locality.

It is noted that the use of the site as a BMX facility is not non-complying development. It is the associated filling of land to create the mounds and embankments that is non-complying. Filling of land would normally be associated with a structure being constructed on top thereby increasing the height/perceived bulk and visual impact of that structure. In this instance, no structures are to be constructed on top of the fill so the fill should have a more natural appearance, particularly as some of the fill will be landscaped using native plants.

Any assessment of the BMX facility is likely to take into consideration the above matters, particularly the fact that area does not reflect the uses and character normally envisaged for land within the Hills Face Zone.

Lodgement of Development Application

As the proposed BMX facility is a joint project with the City of Marion and DEWNR as the landowner, either party can lodge the Development Application. Since the site is Crown Land DEWNR is currently considering whether the project qualifies for Development Act consideration as a Section 48 Crown Development with DEWNR as the applicant.

If DEWNR is the applicant, the application will be lodged with the State Planning Commission (SPC) and the following process will occur:

- Lodgement of all applicable plans and documentation
- (Dependent upon the cost of the development, the application may progress to public notification)
- Referral to applicable government agencies and Marion Council for comment (maximum 8 weeks to provide comment)
- Marion Council planning staff will prepare a report for the Council Assessment Panel to provide comments to the SPC
- Following the close of the public notification process (if applicable) and receipt of government agency and Council comments, a planning assessment will be undertaken by SPC staff with any outstanding matters being sought to be resolved prior to the application being presented to the State Planning Assessment Commission (SPAC) for determination.

If the City of Marion is the applicant, the application will be lodged with City of Marion (Council) and the following process will occur:

- Lodgement of all applicable plans and documentation and submission of a 'Statement of Support'
- Once Council staff resolve to process the application, a Statement of Effect must be produced by the applicant, which following receipt, will progress the application to Category 3 public notification and referral to applicable government agencies

- Following the close of the public notification process, a planning assessment will be undertaken with any outstanding matters being sought to be resolved prior to the application being presented to the Council Assessment Panel for determination
- Assuming support is forthcoming from the Panel, the application will be referred to the State Planning Assessment Commission (SPAC) who must grant 'concurrence' for the application to be granted Development Plan Consent (by the Council following written receipt of the SPAC's concurrence)
- Any person who lodged a representation regarding the proposal during the public notification period will have a right to appeal against that decision, if aggrieved, and must do so within 15 business days of the grant of Development Plan Consent.

5. EXPECTED CONTRIBUTION OF THE PROJECT TO ECONOMIC DEVELOPMENT

- b) 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;*

The City of Marion uses an economic modelling tool called REMPLAN™ created by Compelling Economics Pty Ltd. REMPLAN™ uses Census (2016) place of work data and national economic data to create a model of a particular regional economy. The regional data set that we have used is 'Southern Adelaide'. This data was used because the project will be financed by the State Government, City of Marion and the City of Onkaparinga. Furthermore, the site location is on the cusp of the City of Onkaparinga and there will be benefits that will flow on into the regional economy. *(The data was run on 4 October 2017.)*

The Economic Environment in Southern Adelaide

The Southern Adelaide data set consists of the City of Holdfast Bay, City of Mitcham, City of Marion and City of Onkaparinga. It covers an area of about 663,000 sq km and starts 10 km South of Adelaide stretching from the Glenelg tramline in Glandore to the southern coast of Aldinga.

The population of about 362,446 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.

A summary of the latest analysis shows the top three industry sectors in Southern Adelaide:

By output:

- Manufacturing – \$5 405 000 - 23.1%
- Rental, hiring and real estate services - \$3 136 000 – 13.4%
- Construction - \$2 461 000 – 10.5%

By employment:

- Health care and social assistance – 18,503 jobs – 19.8%
- Retail Trade – 14,788 jobs – 15.8%
- Education and Training – 10,995 jobs – 11.7%

By value-added:

- Rental, hiring and real estate services - \$2 240 000 – 20.4%
- Health care and social assistance - \$1 410 000 – 12.5%
- Financial and insurance services - \$1 036 000 – 9.2%

The economic base is dominated in absolute numbers by small businesses, many of which are home-based. The count of businesses show there is 45,461 businesses in Southern Adelaide. Over 98% of businesses in Southern Adelaide employ less than 20 people and almost 89% employ less than 5.

Southern Adelaide is largely the product of post war growth of manufacturing in Adelaide. At its zenith, the region was a hub of motor vehicle manufacturing and ancillary component suppliers as well as household appliances and oil refining. The decline of manufacturing in Australia since 2000 has had an impact on this region with the closure of Mitsubishi's automotive manufacturing operations at Lonsdale in 2004 and Tonsley in 2008 being notable markers of this decline. The impending complete closure of car manufacturing by Holden by the end of 2017 will accelerate this trend. Potentially a further 317 direct jobs will be lost.

The latest unemployment figures from the Labour Market Information Portal for June 2017 show that Adelaide South's overall unemployment rate is 6.7%. This is above the National figure of 5.6%.

Economic stimulus that creates jobs is what the economy needs. To diversify the economy and leverage off the rise of the digital and service sectors the following initiatives are underway:

- The former Mitsubishi Motors assembly plant at Tonsley, acquired by the State Government, is in the process of being completely redeveloped as an integrated employment, education and residential precinct. It is known as the Tonsley Innovation District. A new TAFE facility has been established on the site and Flinders University has moved its School of Computer Science, Engineering and Mathematics into a new six storey building opened in February in 2015. This centre also houses the New Venture Institute, the Medical Device Research Institute, Flinders Partners and the Centre for Nanoscale Science and Technology. Overall targets for the Tonsley Innovation District are some 6,300 jobs, over 3,000 students and up to 1,500 residents.
- Rollout of the national broadband network by the end of 2017 and development of the Space for Exploring Everything Digital (SEED) to capitalise on the roll out.
- Completion of the electrification of existing southern passenger rail line and construction of the \$291 000 000 Seaford Rail Extension and establishment of the Marino Rocks Greenway (walking and cycling) network.
- Identification of key southern locations as future Growth Precincts and major employment centres in The 30 Year Plan for Greater Adelaide including Oaklands Park, Edwardstown, Darlington and Tonsley.
- Reinvigoration of the Southern Adelaide Economic Development Board to drive innovative economic activity and future jobs.
- \$620 000 000 Darlington Upgrade Project to strengthen Adelaide's North-South Corridor. This will deliver an upgrade of approximately 3.3 kilometres. Also, the Tonsley Line will be extended through the \$85 500 000 Flinders Link Rail Project with a line extension to Flinders Medical Centre and the main campus of Flinders University, respectively the primary public hospital and higher education institution serving Southern Adelaide. The establishment of the Tonsley Greenway (walking and cycling) network from Charles Street to the newly established Flinders Rail station.

Contribution to Precinct Development

The BMX development on Majors Road will contribute to a broader master plan – Glenthorne National Park and Recreational Precinct.

The Glenthorne National Park and Recreational Precinct connects the hills to the sea and creates an ecological, cultural and recreational centre for Southern Adelaide with Majors Road, O'Halloran Hill situated at the heart. In cities around the world, urban farms are being utilised to provide unique educational experiences and enterprising services for communities.

The precinct covers Adelaide's southern hills face and consists of land protected by varying government policies. Key areas include:

- Happy Valley Reservoir
- Glenthorne Farm
- Field River Valley
- O'Halloran Hill Recreation Park
- Hallett Cove Conservation Park
- Marino Conservation Park

Current projects underway towards the precinct are:

- Soccer Facility – Development of a new soccer facility on Majors Road, O'Halloran Hill to service the Southern Adelaide demand
- World Class Urban Mountain Bike Park - an international mountain bike destination to support recreational and competitive off-road cycling
- Glenthorne Farm – enable community access to a unique heritage and environmental resource for the benefit of all South Australians
- Field River – restoration of a high value ecological corridor for community

Modelling for the broader precinct indicates it could generate over 500,000 visitors per annum and directly inject \$3 750 000 into the economy each year. It is estimated that the overall precinct would create up to 48 new ongoing jobs.

Proposed UCI Standard BMX Track

The proposed UCI Standard BMX Track – capable of hosting national and international events – will be an important asset within the precinct. It will host a local canteen, however the proposed lease agreement will allow for future commercial uses – such as a restaurant or café and bike shop(s). The agreement will also allow for large scale events to be hosted at the site which will pave the way for other commercial enterprises to generate sales from the site that will add value to the visitor experience, e.g. food and beverage vans.

The proposed economic impact of the International Standard BMX Track project has two elements to it:

1. Economic benefits during construction phase based on project expenditure of \$7 695 000
2. Continuing economic benefits to the area during the operation phase as a result of increased usage of the site and the attraction of international, national and regional visitors

Economic Benefits During the Construction Phase

The construction of the BMX facility will be project managed by the City of Marion. 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 (Southern Adelaide) content in the construction phase.

As indicated previously, the City of Marion utilises REMPLAN™, an economic modelling tool that uses ABS data including 2016 Census data to create a model of a regional economy including its size and structure. This tool was originally developed by La Trobe University and has now been maintained and further developed by Compelling Economics Pty Ltd. The City of Marion has used a model of the Southern Adelaide economy to estimate the direct and indirect effects of the BMX Project construction phase on the region.

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. It has been assumed that the total expenditure of \$7 695 000 comprises \$7 205 000 on actual physical non-residential construction activities and \$490 000 on professional services. It has also been assumed that the construction period is over 12 months.

A summary of the economic analysis is below.

Impact Summary	Direct Effect	Industrial Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
Output (\$M)	\$7.695	\$6.600	\$2.339	\$16.634	1.858	2.162
Employment (Jobs)	20	21	10	51	2.050	2.550
Wages and Salaries (\$M)	\$1.275	\$1.433	\$0.565	\$3.273	2.124	2.567
Value-added (\$M)	\$2.309	\$2.425	\$1.345	\$6.079	2.050	2.633

The direct increase in output of \$7 695 000 would result in an additional 20 direct jobs created and a related increase in wages of \$1 275 000 with a boost in value-added of \$2 300 000.

From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to output valued at \$6 600 000, 21 more jobs, \$1 430 000 more paid in wages and salaries and a gain of a further \$2 425 000 in terms of value-added.

It is expected the following inputs will come from the following locations:

Input	Potential Source
Steel	Regional South Australia
Asphalt	Regional South Australia
Design Professional Services	Adelaide CBD and one Interstate
Hydraulic starting gates	Import (Interstate / International)
Quarry materials	Southern Adelaide
Concrete	Southern Adelaide
Landscape mulch	Southern Adelaide
Fencing	Southern Adelaide
Building Works	Southern Adelaide
Plant and Equipment	Southern Adelaide

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are therefore expected to further boost output by \$2,339,000, employment by 10 jobs, wages and salaries by \$565 000, and value-added by \$1,345,000.

The estimated total economic benefits of the 12 month construction phase for Southern Adelaide are therefore

- An increase in total output of \$16,634,000
- An increase in total employment of 51 jobs
- An additional \$3,200,000 in wages and salaries
- Increased value-added of \$6,079,000

Economic Benefits of the Operational Phase

Following completion, the UCI Standard BMX Track will offer a new track and sporting facility which will allow for a substantial increase in the number of BMX cycling related events and activities hosted on the site. This track may also have the capacity to attract the World Championships which is currently not in Australia.

The BMX facility will become the home ground of both the Happy Valley and The Cove BMX Clubs, and will thus continue to attract 69,100 visitors each year.

A breakdown of the annual activity is below.

Activity	Total visits per year
The Cove BMX Club	21,200
Happy Valley BMX Club	20,800
The Cove BMX Club Training	10,000
Happy Valley BMX Training	10,000
Average Club Hire	5,000
National Championship Series	4,500
State Championships	2,100
TOTAL	69,100 Visitors

However, given the quality and standard of the track, participation in the local clubs could grow by 10% or more. This is a conservative estimate given current SA's low share of national BMX participants (6%). Other states, namely Queensland, NT and ACT, have considerably higher shares of BMX participants relative to their populations.

Activity	Total Visits per year	10% Increase in Visits per year
The Cove BMX Club	21,200	23,320
Happy Valley BMX Club	20,800	23,320
The Cove BMX Club Training	10,000	11,000
Happy Valley BMX Training	10,000	11,000
Average Club Hire	5,000	5,000 (no change)
National Championship Series	4,500	4,500 (no change)
State Championships	2,100	2,100 (no change)
TOTAL	69,100 Visitors	13,240 additional domestic visitors

This means that the track could attract an additional 13,240 additional visitors to the site.

Potential attraction of national and international events

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.

BMX events and competitions attract large numbers of participants and patrons. State, national and international events can attract between 1,000 and 3,000 riders and up to five times that number of spectators. Events range from one day for a state event through to seven days for an international event.

According to UCI, a World Championships event will help a city to (UCI BMX World Championships Information for Organisers 2015):

- *Benefit from international media coverage which will boost the reputation of the region and city*
- *Showcase to the local population your initiatives for developing the bicycle as a means of transport or a leisure activity in order to address ecological and public health issues*
- *Inject activity into the local economy via the influx of athletes, teams, media and spectators*
- *Involve your population, and in particular youth, in a dynamic, international project*
- *Create a promotional platform for your city / region in order to develop tourism in general and cycle touring in particular by communicating the image of a region that favours cycling (e.g. Cycling paths / scenery)*

The table below highlights the potential activities that could be attracted to the site and an estimate of annual visitors to the site.

Activity	Total Visits per year	Increase in Visits per year
The Cove BMX Club	21,200	2,120 (10%)
Happy Valley BMX Club	20,800	2,520(10%)
The Cove BMX Club Training	10,000	1,000(10%)
Happy Valley BMX Training	10,000	1,000(10%)
Average Club Hire	5,000	0 (no change)
National Championship Series (SA Event)	4,500	4,500 (relocated to UCI facility)
State Championships	2,000	2,000 (relocated to UCI facility)
Elite Training	0	2,000 (attracted to UCI facility)
Current Visitation	69,100 Visitors	13,140 Visitors
Future Attraction of Activity		
Oceania Championships (1 year in 5 annualised)		1,220
BMX Supercross World Cup (1 Year in 10 annualised)		250
World Championship (not currently in Australia)		0
Projected Future Visitation through Attraction of National and International Events		1,470 Visitors
Total expected visitation with new track and new events per annum		14,610 New Visitors

The UCI standard track could attract four national and international events and attract a further 1,470 visitors. Assuming the new events proceed and there is an increase of 10% on existing usage, it is estimated that there will be an increase of 14,610 visitors to the site. These visitors will spend money with local businesses, either on site or nearby at Hallett Cove and O'Halloran Hill and thus provide a stimulus for the economy.

Given the regional nature of activities on the site, particularly the unique BMX facilities, it is anticipated that the majority of these visitors will be from outside the City of Marion area and many from outside the Southern Adelaide region.

This work forecasts that total visits will attract an additional 14,610 people each year. This increase is based on the expected take up of the greatly enhanced infrastructure and new activities to be hosted.

The results of this work have been used to estimate the ongoing additional economic impact on the region attributable to the new development using the following assumptions:

- Estimated number of new visitors 14,610
- Estimated expenditure of new visitors \$1,807,380

It has been assumed that a significant proportion of spend by visitors will be on food and beverage with a small proportion spent on general retail.

The economic impact report is below with the following results.

Impact Summary	Direct Effect	Industrial Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
Output (\$M)	\$1.807	\$0.713	\$0.607	\$3.127	1.394	1.730
Employment (Jobs)	11	3	2	16	1.273	1.455
Wages and Salaries (\$M)	\$0.528	\$0.175	\$0.147	\$0.849	1.331	1.609
Value-added (\$M)	\$0.841	\$0.309	\$0.349	\$1.498	1.368	1.783

The expenditure derived by the increased visitation would result in a direct increase in output of \$1,807,000, 11 additional jobs, \$528,000 more in wages and salaries and a boost in value-added of \$841,000.

From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to output valued at \$713,000, 3 jobs, \$175,000 more paid in wages and salaries, and a gain of \$309,000 in terms of value-added.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by \$607,000, employment by 2 jobs, wages and salaries by \$147,000, and value-added by \$349,000.

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

- An increase in total output of \$3,127,000
- An increase in total employment of 16 jobs
- An additional \$849,000 in wages and salaries
- Increased value-added of \$1,498,000

Impact on local businesses

The local business community that supports the precinct is located along South Road at O'Halloran Hill (City of Onkaparinga) and Lonsdale Highway, Hallett Cove (City of Marion).

The direct impact on local businesses will generally be positive given the expected additional visitation to the area. A better facility that is capable of attracting national and international events is estimated to draw a further 14,610 visits per annum, including 10% more than the current visitation of 69,100 people for domestic events.

The economic impact analysis estimates an increase in output (revenue) generated in the local economy of some \$2,360,000 p.a. from the 14,610 additional visitors. Most of this expenditure will be on accommodation, food, beverage and retail in Southern Adelaide. As mentioned above, businesses in the Hallett Cove and O'Halloran Hill areas are likely to benefit from an increase in trade given their close proximity to the track.

Cost Benefit Analysis

To assess the ratio of economic benefits to project cost, the following assumptions have been made:

- Cost of project is \$, 695,000 (\$750,000 cost to Council)
- Operating costs of \$344,000 per year (Council cost)
- Benefits of the project are the increased output (revenue) generated annually within Southern Adelaide through increased visitation taken from the REMPLAN analysis (\$1,807,380)
- Projected annual benefit to Southern Adelaide \$1,463,380 (discounting the projected operating costs to the City of Marion)
- 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 4.6% being the long term cost of borrowings for the City of Marion

Considering only the contributions from the City of Marion and City of Onkaparinga of \$4,940,000 over 10 years (capital costs plus CoM operating costs), the projected cash flows are \$11,522,590 which is greater than the initial cost. The positive NPV of the above is \$6,582,590, which indicates that pursuing the project may be optimal. Using these assumptions, the cost benefit ratio to Southern Adelaide is 1:2.33.

Considering the full cost of the project at \$11,135,000 over 10 years (full capital costs plus operating costs), the projected cash flows are \$11,522,590 today, which is marginally above the construction and operating costs of \$11,135,000 paid. The resulting positive NPV of the above project is \$387,590. Using these assumptions, the NPV the cost benefit ratio to Southern Adelaide reduces to 1:1.03. This clearly indicates that the City of Marion's capital contribution should remain limited, as any increase will substantially reduce the net benefit to the City.

Summary of Estimated Economic Impact

A UCI Standard BMX Track in Southern Adelaide could contribute to economic growth in the region through:

- The creation of 51 jobs, both direct and indirect, over the 12 month construction phase
- A further 16 jobs, both direct and indirect, supported by the project on an ongoing basis
- A contribution to the economic output of Southern Adelaide of an additional \$1,463,380 per year.

Actual impact would need to be tracked over time.

6. LEVEL OF CONSULTATION WITH THE LOCAL COMMUNITY

- c) *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

As the host organisation, the City of Marion has taken a lead role in the consultation process for delivery of the project.

The schedule of the funding deed for the project includes a range of special conditions in relation to:

- The formation of a Project Steering Group (PSG) to oversee the delivery of the project
- The PSG developing the project methodology, scope, design, cost and related matters
- The \$2,000,000 State funds being used for the BMX track component in the first instance
- The City of Marion obtaining any necessary funds with the Office for Recreation and Sport, City of Onkaparinga and DEWNR using their best endeavours to secure and develop a mutually agreeable funding solution if the cost of the project is over the \$43,500,000 project allocation necessary for the completion of the regional level UCI standard BMX facility (verbatim from the Funding Deed)
- The PSG developing and agreeing a management model, roles and responsibilities of the parties and determining whole of life costs
- Council securing a long term lease over the land
- Council obtaining all relevant development approvals
- Construction to commence by 30 June 2017 and be completed by 31 December 2017

The development of the BMX track will need to be managed within the \$3,500,000 project fund or additional funding obtained if the cost of the track and facilities exceeds \$3,500,000.

The City of Marion has based the community engagement framework on Council's Community Engagement Policy and has paid consideration to the policy's following principles:

- Elected Members are acknowledged as the representatives of community and empowered to make decisions. The role of staff is to present to the Elected Members all facts (which may include community perspectives) relevant to Council decisions, and subsequently to implement the decisions of Council.
- We communicate openly and honestly about the degree of influence communities are able to exercise in any engagement activity or key decision.
- We value the diversity of our communities and will utilise inclusive, representative and accessible approaches.
- We commit to evaluation and continuous improvement in our community engagement.
- The City of Marion will commit to appropriate levels of community engagement before making significant decisions taking into account the number of people affected and the likely degree of impact of the decision.
- The City of Marion shall consider the following methods of including the community:
 - Inform – communicating balanced and objective information to help the community

understand the decision.

- Consult - providing information, ideally presenting a number of options, to allow the community to express their preferences regarding the decision.
- Involve - working directly with the community throughout a project to ensure that concerns and aspirations are consistently understood and considered as the project evolves through to completion.
- Collaborate - working in partnership with the community, with a shared sense of responsibility for the work and the outcome.
- Empower – Places the decision-making about specific projects in the hands of the community. The community takes responsibility and is accountable for the outcomes of decisions made.

6.1 Engagement with key stakeholders

In accordance with the funding deed, a project steering group was established for the project as well as a stakeholder advisory group to ensure all stakeholder organisations work together with Council to formulate solutions and incorporate their advice and recommendations into the decisions and design of the project to the maximum extent possible.

Role and purpose of the Project Steering Group (PSG)

The role of the PSG is to oversee and direct the development of the UCI BMX Facility and to advise the three funding bodies and the landowner on the development of the project.

PSG Terms of Reference are shown in the table below.

Project Steering Group (PSG)
<p>The broad function of the PSG is to:</p> <ul style="list-style-type: none">• Represent the interest of local councils and the state in the development, promotion and delivery of the project• Develop the project scope, plan and methodology that will deliver the project on time and within budget. This includes acquiring resources and coordinating the efforts of stakeholder organisations and third-party contractors or consultants in order to deliver project according to plan. In addition, oversee project objectives, deliverables and quality control.• Monitor progress of the project against the project brief and where required resolve identified issues• Approves the business decisions for the Project in accordance with delegations from Councils and the State• Ensures that what is being produced is in accordance with the desires of Councils and the State• Gives direction / decision making in relation to major issues.

The PSG will be made up of the following 8 members (including the Chair):

Representatives	Member/s
1 x Chair	Greg Salmon (Marion)
4 x Local Government representatives	Malcolm Eagles (Marion) Sean O'Brien (Marion) James O'Hanlon (Marion) Geoff Norris (Onkaparinga) Larissa Jennings (Onkaparinga)
2 x Office for Recreation and Sport (ORS) representatives	Phil Freeman Brian Delany
DEWNR	Peter Stokes or Kerri Villiers

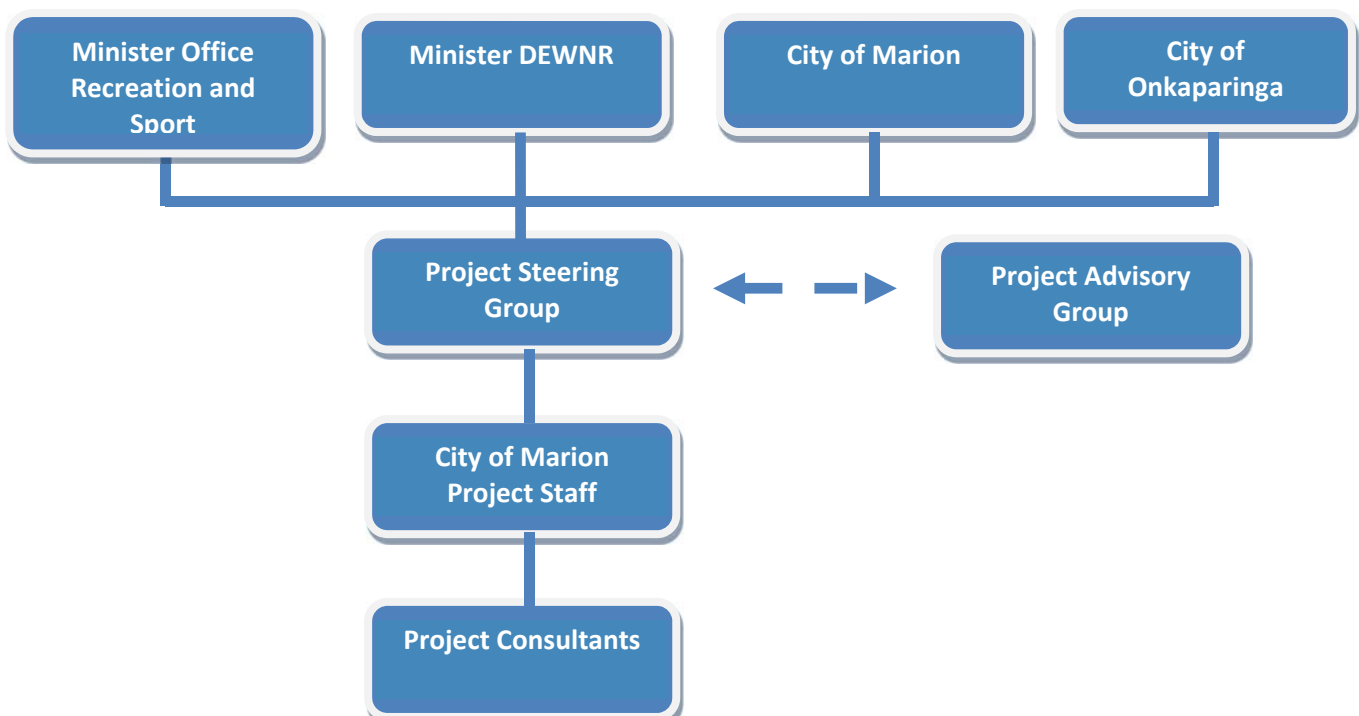
Administration and Project Management

The project will be managed on a day-to-day basis by the City of Marion.

This includes:

- Perform project management processes / Monitoring of project time, outputs, cost and quality
- Management of arising project issues
- Project relationship management
- Complete specific tasks in line with project plans on individual project elements
- Track action items and budgets
- First point of external contact for the project
- Manage consultants/contractors
- Liaise with stakeholders
- Prepare meeting minutes
- Prepare and provide the PSG with status reports

Project Relationship Map



Role and purpose of the Project Advisory Group (PAG)

1. The PAG represents all key stakeholder organisations within the project.
2. The PAG will provide a consultative forum and provide advice on the following:
 - o Design requirements of user groups
 - o Design workshop input
 - o Management Model
 - o Use of facilities and events
 - o Links to potential other projects, e.g. Mountain Bike Park

PAG Terms of Reference are shown in the table below.

Project Advisory Group (PAG)
<p>The broad function of the PAG is to:</p> <ul style="list-style-type: none">• Collaborate to provide advice and input to review, monitor and guide the development of the UCI BMX Facility• Represent and ensure each stakeholder organisations needs within the project are considered• Provide advice on technical aspects of BMX track design, events and expectations.• Provide feedback to the Project Steering Group and project consultants

The PAG is made up of the following members:

Cr Janet Byram – Chair	City of Marion
Darren Alomes	BMX Australia
Cathy Rosa	BMX SA
Brent Barrett	BMX SA
Cindy Tuffin	Happy Valley BMX Club
David Marsh	Happy Valley BMX Club
Trevor Wigg	The Cove BMX Club
Garth Anesbury	The Cove BMX Club
Phil Freeman	Office Recreation and Sport
Brian Delaney	Office Recreation and Sport
Peter Stokes	DEWNR
Geoff Norris	City of Onkaparinga
Larissa Jennings	City of Onkaparinga
Greg Salmon	City of Marion
Malcolm Eagles	City of Marion
James O'Hanlon	City of Marion

Project Design Workshops

A stakeholder workshop was held on 12 November 2016, prior to calling the Design and Cost Consultancy tenders. The intention was to obtain in particular BMX related information and desired outcomes for the track and the facility as a whole to be included in the Services Brief that would be included in the tender documentation.

The key items listed below were identified at the workshop:

- Past learnings from interstate UCI tracks that have been developed in recent years
- Drainage
- Elevation and fall of site and of track

- Track orientation – prevailing wind
- Accessibility
- Controlling access – restricted and public use, open / closed
- UCI specifications and requirements to be met
- Track surface and construction to be durable
- Emergency vehicle access around track
- Spectator viewing areas tiered
- Location and connectivity between site elements
- Suitability of existing access point off Majors Road
- Location of overflow carparking
- Consistent with other uses of the OHH Recreation Park
- Cater for users, spectators and visitors
- Integrating with future mountain bike trails and other tracks
- Workable area – viewing, user functionality, staging
- Carpark for 200 – 250 vehicles
- Staging area to be near UCI track
- Toilets to be near UCI track staging area
- Storage of bikes, track vehicle and equipment, utilise ramp if possible
- Toilets – public
- Change Rooms – shared
- Admin Building

After the award of the Design Consultancy, a number of design workshops between the design team, stakeholders and funding partners were held to further ensure that the design and layouts would be effective and meet the required outcomes. The workshops provided opportunities for the project key stakeholders and members of the Project Advisory Group as well as selected members from the Clubs to work together to inform and influence the design of the site and formulate solutions and recommendations into the concept plans to the maximum extent possible.

Members of the Design team and the PSG attended a State Series event at Happy Valley BMX Club in March 2017 and one of the three day National event at Sleeman in Queensland on 28 April 2017. Discussions and tours were held with event organisers, as well as viewing the event. These visits proved valuable in gaining a first-hand understanding of BMX events, track usage and facility usage; the layouts were modified and multi-purpose components were created as a result of this.

A presentation of the design at that time followed by a question and answer session was made by the Design Consultant to a joint gathering of City of Marion and City of Onkaparinga Elected Members on 5 May 2017.

6.2 Engagement conducted with community to date

An integrated communications and engagement strategy has been adopted giving all relevant stakeholders the opportunity to participate in the process and feel their input is genuinely considered in the project.

Targeted engagement activities have focused primarily on direct contact and engagement with sports and community bodies that will be affected by the planning and proposed facilities. The emphasis of engagement activities has been on identifying and understanding the needs of stakeholders, managing their expectations and explaining the design process.

The proposed SWBMX facility is in a greenfield area isolated from residential properties. As a result, there has been limited need for broader consultation on the location and concept design beyond the stakeholders currently using sites along Majors Road.

Prior to the engagement process starting for each site, separate announcements were circulated providing the opportunity for each stakeholder time to review the proposed facility and provide well considered responses.

Current and future stakeholders were identified through DEWNR as landowners and lessors to stakeholders that are linked to the site.

Consultation 17 March 2017 – DEWNR and City of Marion held four consultation meetings with key stakeholders that neighbor the proposed BMX facility site.

The consultation also included discussion of the proposed Southern Regional Football Facility and preferred options for both projects.

Organisation	Notes	Key Issues	Preferred option
Southern Archers	<ul style="list-style-type: none"> • 70 members • Would prefer if the northern side of Majors Rd is not used as it would be a shame to clear trees • Concerned about kids potentially jumping fences and getting into archery site • Safety is a key issue for the club • Security of perimeter fencing • Pistol noise from the adjacent Pistol Club may be distressing or a concern for people attending football/soccer games • Support a soccer facility in the area • Traffic turning into the Archery site is a concern and this would need to be addressed • BMX facility was discussed including the location, timelines and potential to share infrastructure with other developments • The club is supportive of the BMX development 	<ul style="list-style-type: none"> • Safety – perimeter fencing of the archery club • Would prefer tress to remain on northern side of Majors Rd • Traffic turning into the northern site • Support the BMX development 	Southern side of Majors Road is preferred location for a football facility
Sturt Pistol & Shooting Club	<ul style="list-style-type: none"> • Turning off Majors Road is a problem • Needs a turning lane • Fencing – Safety is a major issue • Boundary \fence will need to be higher 	<ul style="list-style-type: none"> • Safety – perimeter fencing • Casual entry into the pistol club site • Traffic turning into the site from Majors Road 	Southern side of Majors Road is preferred location for a football facility

Organisation	Notes	Key Issues	Preferred option
	<ul style="list-style-type: none"> Improved signage to stop people casually entering the archery and pistol site In favour of use of the O'Halloran Hill Park being used by other groups and activities Adams Road side has more room to expand soccer in the future if additional pitches are needed No need to clear out sensitive trees The pistol club would like to expand to the east Archery club sometimes have stray arrows – often found around the site BMX facility was discussed including the location, timelines and potential to share infrastructure with other developments The club is supportive of the BMX development 	<ul style="list-style-type: none"> Southern site has more flat land available to soccer and room for expansion if its required in the future Support the BMX development 	
Friends of O'Halloran Hill	<ul style="list-style-type: none"> Memorial trees have been planted on the northern site The trees have been planted through an Alfred James memorial fund and many trees have been planted in memory of specific people/funerals People often put flowers around some of the trees BMX facility was discussed including the location, timelines and potential to share infrastructure with other developments The club is supportive of the BMX development There are existing services on the southern side of Majors Road Adams Road could also service the main entry point into the southern side – may reduce need for new traffic controls or turning areas from Majors Road Claret Ash and Cedar Trees on southern side should be cleared 	<ul style="list-style-type: none"> Northern Side – No Go Zone Memorial plantings on northern side No concern for southern side being used for soccer facilities Aware of the BMX Development and no issues were raised 	Southern side of Majors Road is preferred location for a football facility

Organisation	Notes	Key Issues	Preferred option
	<ul style="list-style-type: none"> Other trees are of no concern on southern side The trees on southern side were planted by million trees and they are no longer around Southern side is preferred Northern side is considered a 'No Go Zone' 		
Holdfast Model Aeroclub	<ul style="list-style-type: none"> Lease area extends 400m beyond boundary to enable safe flyover area for aircraft Aircraft are flown seven days a week from dawn till dusk Never fly over roads or behind pit area Most planes are controlled but there are a very small number (less than 1%) that are uncontrolled e.g. gliders Radio control can fail due to interference from nearby high frequency towers Drone use is increasing and they have specific requirements under CASA regulations There will be a minimum 150m buffer between the Aeromodel Club and soccer 90% of crashes occur within lease area Very few crashes have occurred beyond lease area in the vicinity of the proposed soccer facility but it has happened May be able to install visible markers to identify lease boundaries for both Holdfast Model Aeroclub and Soccer 	<ul style="list-style-type: none"> Can't guarantee planes won't fly beyond the lease area The club would not want their own development proposals to be jeopardized – don't want to apply for grants to develop the site if they have to walk away Inexperienced pilots can become disoriented and may crash beyond the lease area 	Any development should be as close to Adams Road as possible

7. Business Needs Analysis

(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;

7.1 Community Needs Analysis

There is not currently a facility within South Australia that is capable of hosting a national level event. The Cove BMX Club and the Happy Valley BMX Club based in the southern area of Adelaide are both experiencing a series of major constraints and issues at their existing locations at the Cove Sports and Community Club and the Happy Valley Sports Park. South Australia's participation rate in BMX is substantially lower than the national average. Furthermore, South Australia is in a strategic position to develop a high level facility capable of attracting competitors from around Australia to compete on a regular basis. This will assist in increasing participation rates in BMX in South Australia.

Given the significant majority of BMX participants are children and young adults and the fact that the Southern Region of Adelaide is over-represented in family households and has similar levels of young people aged under 25 years of age compared to Greater Adelaide as a whole, offers a level of support for the establishment of a BMX facility in the Southern region.

The overall membership of BMX more than trebled in the last four years from 317 participants in 2010/11 to 1039 participants in 2014/15; an increase of 722 participants. All South Australian clubs have grown over the same period with The Cove BMX Club experiencing the largest increase with 185 additional riders.

BMX events and competitions attract large numbers of participants and patrons. State, national and international events can attract between 1,000 and 3,000 riders and up to five times that number of spectators. Events range from 1 day for a state event through to 7 days for an international event.

Within South Australia there are currently no state level BMX facilities provided for and arguably, there are no purpose built regional level BMX facilities. Additionally, no facilities within South Australia are capable of hosting national or international level competitions in their current form, as they do not meet the BMX Australia Track Guidelines for national level events or the UCI Track Guidelines for international events.

Based on the site assessments conducted the preferred sites for the establishment of high level BMX facilities are O'Halloran Hill Recreation Park (Majors Road) and State Sports Park at Gepps Cross. Given this study is focusing on developing a regional facility in the South of Adelaide to cater for two existing southern based clubs the preferred site for the Southern region is located within the O'Halloran Hill Recreation Park (off Majors Road). This is not to say that in the future a high level BMX facility could not be developed at State Sports Park at Gepps Cross, if there is a demonstrated need for an additional regional facility to serve the northern region of Adelaide.

The O'Halloran Hill Recreation Park was proclaimed in 1989 under the National Parks and Wildlife Act 1972 for recreation and nature conservation purposes. The proposed location of the site is on the Southern side of the Park on the corner of the Southern Expressway and Majors Road. This part of the Park was previously used as the depot for the Southern Expressway duplication. The site is accessible off Majors Road, which links in with Adams Road and Lonsdale Road to the west and Main South Road to the east. The site is also accessible by bicycles via the Southern Expressway Veloway. The site is relatively flat to the south and falls away to the eastern side of the site to the Southern Expressway and also to

the north west corner of the site. The site features tracts of vegetation primarily to the east, northeast and northwest of the site. The central open area has recently been vegetated with plantings. Overhead high voltage power lines run along the western edge of the site. Opposite the site to the south is an ambulance and fire station.

There is an opportunity to integrate with the proposed urban bike park being established as an outcome of the recent study into establishing the Mount Lofty Ranges as an international mountain biking destination. The proposal includes the establishment of a pump track and amenities to service the mountain bikers who utilise the Park. These facilities could be co-located with the proposed BMX facility. The site is managed by National Parks SA in accordance with the O'Halloran Hill Recreation Management Plan 2008.

7.2 Demographic Analysis

A demographic analysis has been conducted using data sourced from the City of Marion and City of Onkaparinga local government areas, in addition the four regions of the Greater Adelaide area; South, North, West and Central & Hills and Greater Adelaide as a whole were included for comparative purposes.

Demographic considerations that have relevance to the planning of BMX facilities include the population size, the presence of families and young people primarily due to the younger participation profile of the sport. Table 2 outlines these key demographic considerations for the regions identified.

Table 2: Demographic data relevant to the provision of BMX facilities in metropolitan Adelaide.

Data Type	City of Marion	City of Onkaparinga	Adelaide – South	Adelaide – North	Adelaide – West	Adelaide – Central & Hills	Greater Adelaide
Population	87,574	44,261	356,282	413,356	229,214	292,814	1,291,666
Median Age	39.3	38.9	40.2	36.2	39.6	40.1	38.8
Family households	65.8%	73.7%	69.7%	72.1%	63.7%	66.0%	68.5%
Persons – 0-14 years (%)	16.2%	19.1%	17.4%	19.4%	15.8%	16.0%	17.5%
Persons – 15-24 years (%)	13.3%	13.0%	13.2%	14.0%	13.1%	14.4%	13.7%

Source: www.abs.gov.au year 2013

Of the four Adelaide regions, the Adelaide – North region has the lowest median age with 36.2 and the highest proportion of children aged 0-14. It also has the highest percentage of family households, with Adelaide – South having the second highest. The Adelaide Central & Hills region has the highest proportion of young people aged 15-24.

The population of Adelaide – South represents over one quarter of Greater Adelaide [27.6%] and the combined population of the City of Marion and City of Onkaparinga represent 10.2 percent.

The Adelaide – South region has a higher proportion of family households [69.7%] compared with Greater Adelaide [68.5%] as is the City of Onkaparinga [73.7%].

In terms of age profile the City of Onkaparinga [19.1%] is over represented in young people aged 0- 14 years compared with Greater Adelaide [17.5%], whereas the City of Marion and the broader Adelaide – South region are slightly underrepresented.

Given the significant majority of BMX participants are children and young adults, and the fact that the Adelaide – South region is over-represented in family households and has similar levels of young people aged under 25 years of age compared to Greater Adelaide as a whole, offers a level of support for the establishment of a BMX facility in the Southern region.

Trend and Participation Analysis

Bicycle motocross (BMX) is conducted from grass roots level at local clubs through to state, national and international level. BMX is also an Olympic sport since its introduction as a demonstration sport at Sydney in 2000.

The overall membership of BMX more than trebled in the last four years, from 317 participants in 2010/11 to 1039 participants in 2014/15; an increase of 722 participants. All South Australian clubs have grown over the same period with The Cove BMX Club experiencing the largest increase with 185 additional riders, followed by the Gawler BMX Club with 160, Happy Valley and Cross Keys Clubs both had increases of 119 over the same period. According to BMX SA the growth is attributable to the proactive approach taken by local clubs to actively market and promote their activities and facilities, the international profile and success of South Australian elite riders such as Sam Willoughby and the general increased level of interest in cycling in South Australia, generated by events such as the Tour Down Under UCI Cycling event.

Table 3: Total membership numbers of the BMX SA clubs from 2010/11 to 2014/15

Club Name	Location	2010/11	2011/12	2012/13	2013/14	2014/15
Blue Lake BMX Club	Mount Gambier	34	52	93	105	97
Cross Keys BMX Club	Pooraka	91	147	213	204	210
Gawler BMX Club	Gawler	27	64	83	132	187
Happy Valley BMX Club	Happy Valley	101	148	202	237	220
Tea Tree Gully BMX Club	Tea Tree Gully	19	34	65	86	83
The Copper Coast BMX Club	Kadina			9	11	12
The Cove BMX Club	Hallett Cove	45	61	109	155	230
Totals		317	506	774	930	1,039

BMX SA Club Membership Trends over a five year period

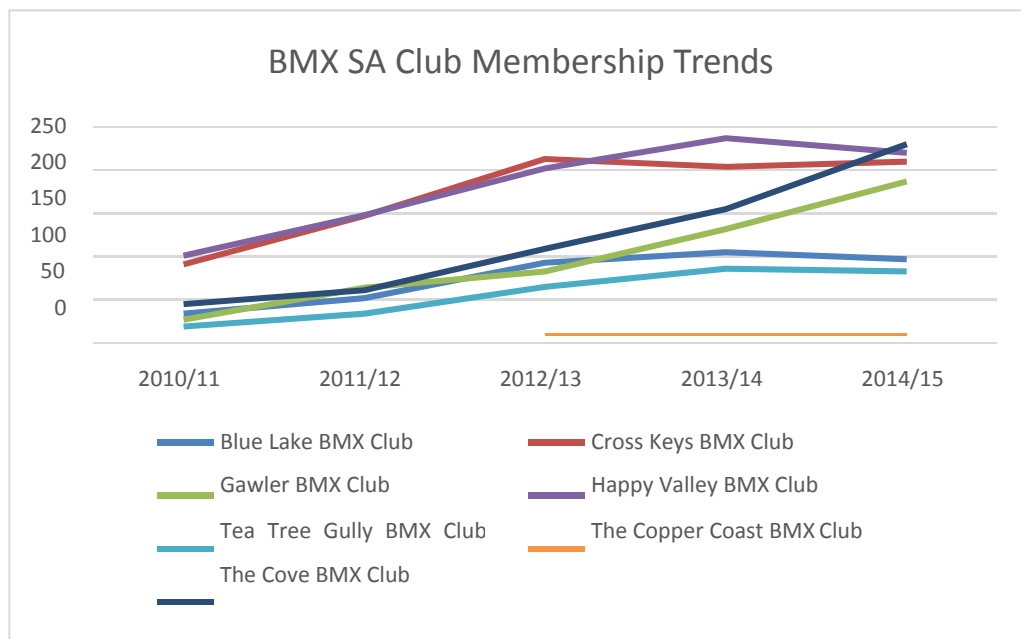


Figure 3: National membership details by state and category (source: BMX Australia 2014 Annual Report)

NATIONAL MEMBERSHIPS

BMX Australia has experienced a strong growth period in 2013/2014 with an overall increase of 15% in memberships from the previous year.

State	4 Month Licence	BMX Mini Wheelers	Sprocket	Club	Open	Freestyle-Competition	Freestyle-Recreational	Non-Competitive	Volunteer	Participation	Total
ACT	64	12	41	1	125	36		8	17	67	371
NSW	626	19	496	72	1547	58	3	33	167	195	3216
NT	99	30	140	28	303			10	12	113	735
QLD	1199	165	1193	131	2627	17	29	91	258	369	6079
SA	191	29	186	10	531	3		19	54	16	1039
TAS	83	7	44	3	101			4	20	34	296
VIC	350	33	277	29	837	4	1	36	149	88	1804
WA	691	153	720	73	1305	3		29	84	159	3217
	3303	448	3097	347	7376	121	33	230	761	1041	16757

A report entitled *'The Future of Australian Sport'* (CSIRO/Australian Sports Commission 2013) identified six sporting 'megatrends' that may redefine the Australian sport sector over the next 30 years. A megatrend represents a substantial shift in social, economic or environmental conditions into the future with implications for decision-making.

“From extreme to mainstream” refers to the trend of ‘Adventure’, ‘Lifestyle’, ‘Extreme’ and ‘Alternative’ sports increasing in popularity. This is especially the case in younger individuals as they are more likely to be attracted to these forms of sport/recreation through generational change and increased awareness via online content. These sports typically involve complex and advanced skills and often have some element of inherent danger and thrill seeking. These sports are often characterised by a strong lifestyle element and participants often obtain cultural self-identity and self-expression through participation in these sports/activities. These sports are beginning to appear at the Olympic Games. BMX is a sport that fits within this category.

Other key findings from the report that relate specifically to this trend included:

- *While all action sports are different, many also have shared characteristics, including ‘anti-establishment, individualistic and/or do-it-yourself philosophies’.*
- *Traditionally, young, white, middle- and upper-class males have been the driving force of action sports, but demographics are shifting.*
- *While participation rates in some mainstream and organised sports have held constant or declined over the past decade, lifestyle sports have risen on the demand (participation) and supply (industry) side. It is estimated that over 150 million people worldwide participate in action sports.*
- *These sports are gaining popularity among large segments of Generation Y who connect to a counter-culture of irreverence, adventure and freedom of expression.*

7.3 Business Sector Stakeholder Engagement

To date no direct business sector stakeholder engagement has been facilitated by the City of Marion with local business holders. The opportunity remains to engage with stakeholders through the Hallett Cove Business Association as well as key local business owners as the project proceeds.

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

Whilst this project is not intended to provide increased revenues to Council, the existing Cove BMX facility is included within the lease to Cove Sports and Community Club, which includes a lease fee.

On transferring to the new site, it is intended that the managing entity will enter into a lease consistent with the City of Marion's Leasing and Licensing of Council Owned Facilities policy. Final rent is proposed to be based on a discounted commercial rate, with a discount level between 40% and 93%.

In addition recurrent costs such as utilities and DEWNR head lease fees will be passed through to the managing entity.

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 SWBMX development, the following assumptions have been used:

9.1 Redevelopment Capital Costs

The current capital budget provided for this project is \$3,500,000, made up of \$2,000,000 from the State Government and \$750,000 each from the City of Marion and the City of Onkaparinga.

High level concept costs for this project have been prepared by Rider Levett Bucknall. Current costings indicate capital construction costs at \$7,695,000, comprising of \$5,595,000 in construction costs, \$1,050,000 for disposal of excavated soil, along with design and professional fees of approximately \$1,050,000.

9.2 Operating, Maintenance and Capital Renewal Costs

Under Council's current Leasing and Licensing Policy, Council is responsible for the maintenance, repairs and replacement of structural items in buildings and flood lighting, while the lessee is responsible for utilities, outgoings and waste disposal associated with their operations.

Given the specialist nature of the UCI BMX track, Council is in a position to negotiate with the clubs to take on responsibility for its maintenance, estimated to be in the order of \$69,000 per annum.

Under the proposed head lease arrangements for the redeveloped grounds, it is proposed that Council will be responsible for capital renewal, maintenance and repairs (including buildings), and grounds (with the exception of the BMX track).

Repairs and maintenance costs for the City of Marion have been estimated to be in the order of \$197,000 in the first year, indexed annually for inflation thereafter. Given the reactive nature of the soil at the site, projected maintenance costs have had a contingency built in over what would ordinarily be provided.

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 to be in the order of \$22,000 per annum.

9.3 Sources of funding

Based upon current costing estimates, this project requires a total budget of \$7,695,000. Council currently has \$750,000 set aside, along with contributions of \$2,000,000 from the State Government and \$750,000 from the City of Onkaparinga, leaving a project shortfall of \$4,195,000.

Source of Funds	Amount
City of Marion	750,000
City of Onkaparinga	750,000
State Government	2,000,000
Currently Available Funding	3,500,000
Extra funding required (yet to be determined)	4,195,000
Total	7,695,000

Council's contribution has already been funded, and the State Government's contribution received – noting it can only be utilised once construction commences.

The funding deed indicates that if there is a shortfall then all parties will work together to find a mutually agreeable solution.

9.4 Whole of life costing

Based on the costings provided, projected annual operating, maintenance and depreciation costs have been calculated. Depreciation calculations excluded excavation and soil disposal costs. Where possible these have been compared for validity against similar facilities across Australia. The projected annual costings for the site are as follows:

Description	Amount
Operating costs	78,100
Track Maintenance	68,750
Other Maintenance	197,188
Depreciation/Renewal	220,953
Total	564,991

While there is an expectation that the clubs will contribute towards the operating costs along with any specialised maintenance costs, these amounts have been included in the modelling as a worst-case impact to Marion.

There are also discussions in progress with the City of Onkaparinga around an annual contribution from them towards this facility. The form which this would take is yet to be determined, with a lump sum, a fixed term, or an ongoing subsidy.

While there are a number of different components involved in this project, including the BMX track, starting ramp, buildings, car park and ancillaries, the lifecycle costing has been based on the projected life of the BMX track itself.

The whole of life cost based upon an assumed total life of 25 years is shown in current dollars in the following table:

Whole of Life Costs (25 years)	
	Projected Cost
Total Construction Cost	7,695,000
Less State Government and City of Onkaparinga Contribution	(2,750,000)
Less other contributions (yet to be determined)	(4,195,000)
Operations	1,952,500
Maintenance	6,648,438
Depreciation/Renewal	5,523,846
Total Whole of Life Costs	14,874,784

9.5 Financial Viability

Council would be required to set aside in its Long Term Financial Plan (LTFP), on average, up to an additional \$565,000 (plus any indexation) per annum to cover the increased operational, maintenance and capital renewal costs. This may be offset by any contributions by the clubs and the City of Onkaparinga.

The Whole of Life funding (i.e. 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 currently committed \$750,000 capital contribution plus associated ongoing increases in operating, maintenance and renewal 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.

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Ongoing project costs										
CoM Maintenance (cash)	-	344,038	352,638	361,454	370,491	379,753	389,247	398,978	408,952	419,176
CoM Depreciation (non cash)	-	220,954	226,478	232,140	237,943	243,892	249,989	256,239	262,645	269,211
Net Operating Costs	-	564,991	579,116	593,594	608,434	623,645	639,236	655,217	671,597	688,387
Funding Surplus										
Adopted LTFP	-	-	1,465,213	1,741,925	3,552,521	4,455,695	5,615,884	10,081,982	11,660,239	12,979,030
Adjusted after impact of Project	-	- 344,038	1,112,574	1,380,470	3,182,030	4,075,942	5,226,637	9,683,004	11,251,287	12,559,854
Target	-	-	-	-	-	-	-	-	-	-
Operating Surplus Ratio										
Adopted LTFP	6%	7%	8%	10%	10%	11%	12%	13%	13%	14%
Adjusted after impact of Project	6%	6%	8%	9%	10%	10%	11%	12%	13%	13%

10. RISK MANAGEMENT

- 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);*

10.1 Financial risks to Council include:

The potential financial risks associated with the project include:

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 \$4,195,000 in capital funding based on the current costing which includes the allowance for off-site soil disposal. If council were to proceed without being able to secure this from an external source, it would have a significant impact on council's funding position and has the potential to impact on Council's ability to fund any other major projects.

Higher capital expenditure during the construction phase, resulting in increased depreciation/renewal 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 effect of the swell-shrink and cracking of the highly expansive clays have a negative impact on the track surface and longevity. While a 15% maintenance contingency has been included in the whole of life costs, there is a risk that this is not sufficient, and more funds may be required.

Traffic generated by BMX facility, and any other new facilities, have an impact on the present form of Majors Road resulting in DPTI requiring changes to occur as part of the project. As Majors Road is a DPTI road, no budget is included for making any changes to the intersection. Council may be required to contribute to or carry out these works at its cost, impacting on existing resources and capital programming.

10.2 Risks associated with the Project and Mitigation Strategies

The City of Marion operates to its published Risk Management Policy endorsed by Council on 19 January 2016, reference GC190116R08.

Risk management for the BMX Project has been carried out in accordance with the City of Marion's risk management policies and procedures as found on the City of Marion's intranet site.

The current documents include:

- Risk Management Policy, dated January 2016
- Risk Management Framework, version 7, dated 19 January 2016.

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 in line with the City of Marion Risk Management Framework.

The Risk Register for the project is presented in Attachment 4. The Register lists the risks, the 'current' controls and the 'current' level of risk with those controls in place. The Register also

shows the proposed further treatment of each risk and the consequent anticipated 'forecast' level of risk.

Risks were identified in the context of the key project objectives (e.g. service delivery and financial framework), Council's vision, strategic themes and objectives.

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
- Site Related

The risk assessment demonstrates that most of the current risks, with the associated controls in place are within expected limits of a project of this scale. There are however several risks that are rated as 'High'.

The 'high' risk of the cost estimate exceeding the budget has been realised; the cost difference is that significant that it prevents the project from proceeding at this time without this being satisfactorily resolved. The controls shown in the Risk Register are underway but satisfactory outcomes have not yet been achieved.

Certain of the other 'high' risks, as listed below, must be effectively mitigated before construction commences.

- resolution and funding of access requirements off Majors Road
- confidence in the treatment of the highly expansive clays
- receiving of funding from City of Onkaparinga, in turn dependent on Club relocation
- the capacity of the Clubs to operate and maintain the facility without unreasonable financial or other impost on the City of Marion
- how large events at the facility are managed without unreasonable financial or other impost on City of Marion

Where realistic and cost effective, risks could be transferred to third parties through agreements, contractual arrangements and the like.

Contract terms and conditions between the City of Marion and various project consultants and construction contractors will contain clauses that contribute towards mitigating design and construction risks. Communication strategies will support the maintenance of effective relationships with the funding partners, the landowner, BMX stakeholders, the local community and other stakeholders.

Further risk identification and assessment processes will be undertaken as the project phases proceed, in consultation with the consultants, contractors, staff and project stakeholders.

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 phases.



11. 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 successful outcomes of previous projects, namely the City Services, Cove Civic Centre and Oaklands Wetlands Development, which were projects where internal resources and the engagement of specialist consultancy services were required.

The City of Marion capabilities for the provision of the management and design services for the project were considered and it was determined that the BMX Project would require external design services as the necessary design tasks were outside of the core business of City of Marion and the workload allocation of existing staff.

It was decided that Marion's internal Project Manager will carry out the project management during the design procurement and design phases. Once appointed, the Design Consultant will carry out the external project management and coordination in close liaison with the Project Manager. It is envisaged that an external Project Manager/Superintendent will be procured for the construction tender, construction and defects liability stages of the project.

The Marion Project Officer will be the contact with funding partners and BMX stakeholders throughout the project, and be the Marion contact for the Consultants and future Project Manager / Superintendent.

A detailed Project Management Plan is presented in Attachment 5.

Procurement Framework

The City of Marion operates to its published Procurement and Contractor Management Policy endorsed by Council on 27 September 2016, reference GC270916R14.

Procurement of the various services and works for the BMX Project have been and shall be carried out in accordance with the City of Marion's procurement policies and procedures as found on the City of Marion's intranet site.

The current documents include:

- Procurement and Contractor Management Policy, version 1.0, dated 27 September 2016
- Procurement Procedure, version 1.0, issued October 2016
- Tender Evaluation Procedure, version 1.0, issued October 2016
- Contractor Management Procedure, version 1.0, issued October 2016
- Use of Purchase Order Procedure, version 1.0, issued October 2016

Project implementation procurements

Procurement Strategy

The City of Marion recognised that the BMX stakeholders have the knowledge and experience in BMX matters, and have witnessed what works and what hasn't worked in their visits to facilities throughout Australia and in some instances overseas. The track design must be to UCI standards, and the facility as a whole is to include or at least allow space for infrastructure required to host the various level of UCI events. To be successful, the facility has to meet the needs of the stakeholders, as they are the persons who will be using the facility. The highly

expansive clays throughout the site must be taken into account in the design to ensure the track has the integrity and rideability without high maintenance. The construction itself (excluding the forming of the jumps and turns of the track itself) is relatively straight forward: earthworks, civil works and some building works. The funding partners and BMX stakeholders would be closely involved throughout the design and would be part of the sign-off of the design and layouts.

All of the above considerations indicated that a Traditional Method of procurement for the design and construction was appropriate for this project. In the Traditional Method the design is carried out by Consultants contracted to the Principal (City of Marion) with design completed to 100% and fully documented. This is followed by the procurement of a contractor for a lump sum contract sum. The traditional method provides for full control over every aspect of the design, in both the design stages and in the construction implementation.

Delivery risks for the traditional method 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.

The option of a Design and Construct (D&C) approach requires that the design is carried out by Consultants contracted to the Principal to a specified percentage completion. The project is then tendered as a D&C contract, i.e. a contract for the remainder of the design plus the construction. The successful tenderer, that would most likely be a construction contractor, is motivated inter-alia to deliver the remainder of the design and the construction within the contracted sum. As such, the control over the remainder of the design is relinquished to a large degree. The Principal can still require changes to the scope, but the contractor has the right to request a variation for such changes.

Consultancy and investigation services

Subsequent to the City of Marion's commitment to the project, including the securing of the State Government Funding and City of Onkaparinga funding commitment, the consultancy and investigation services for the BMX Project listed below have been procured. The procurement processes and details for these consultancy and investigation services are included in Attachment 6, Procurement Plan.

A key consideration and risk in the design is the interface between the highly expansive clays, the stability and longevity of the track and the cost of mitigating the adverse effects of the clays (movements and cracking).

- Design Consultancy – Greenway Architects leading a multi-disciplinary team comprising of:
 - Architecture and Masterplanning – Greenway Architects
 - Structural, Civil and Traffic Engineering – Wallbridge Gilbert Aztec
 - Services Engineering – Secon
 - Landscape Architecture – Birdseye Studio and TrailScapes
 - Private Certifier (Building Rules) - BuildSurv
- Cost Consultant – Rider Levett Bucknall
- Specialist BMX Designer – Dirtz Trax N Trailz
- Geotechnical Investigation – Wallbridge and Gilbert
- Land Surveying – Alexander Symonds

The project consists of six phases, namely:

- Concept Design
- Design Development and Planning Approval
- Detailed Design and Documentation
- Construction Tender and Building Consent
- Construction
- Defects Liability Period

The Design Consultant and Cost Consultant are engaged for all phases. The Geotechnical and Land Surveying Consultancies were completed prior to the award of the Design Consultancy, but the contracts are worded to allow Marion to use those consultants to carry out additional geotechnical and land surveying services as required for the project.

Project Management and Construction Superintendent

An external Project Manager and Construction Superintendent will be procured prior to the Tender phase. The Design Consultancy tender included a pricing schedule for such services by the Design Consultant. This was not given significant weighting when selecting the Design Consultant, but does provide the option to extend the Design Consultant's services should this be seen as appropriate.

Alternatively, the Project Manager and Construction Superintendent services will be put out to tender in accordance with the Procurement Policy. This will be carried out in time to have the successful service provider involved in the construction tender phase.

Construction

Procurement of the construction works can be either through the two stage process of an open call for expressions of interest (EOI) followed by a select tender process, or by the single stage process of an open tender call. It is likely that the full scope of construction works would be included, although the clubhouse could be procured separately as this could attract better pricing from small building contractors than from the civil contractors who are likely to tender for the otherwise predominantly civil related works. EOI and Tender submissions would be assessed by selected representatives from Marion, Onkaparinga and Office for Recreation and Sport.

The specialist construction of the track itself, mounding, shaping, riding needs to be carried out by an experienced specialist contractor. This specialist can be listed as a nominated subcontractor in the construction tender documentation, or perhaps engaged separately. The advantages, disadvantages and risks of how the specialist BMX contractor is engaged will need to be considered before a decision is made.

The project budget would require the allocation of consultancy and in particular construction contingency to provide for unforeseen costs.

Details of the construction procurement processes are included in Attachment 6, Procurement Plan.

Reporting Structure

Council has an established reporting framework for capital projects of \$4,000,000 and over. Projects less than \$4,000,000 that are deemed to be strategic projects follow the same reporting framework. The reporting includes:

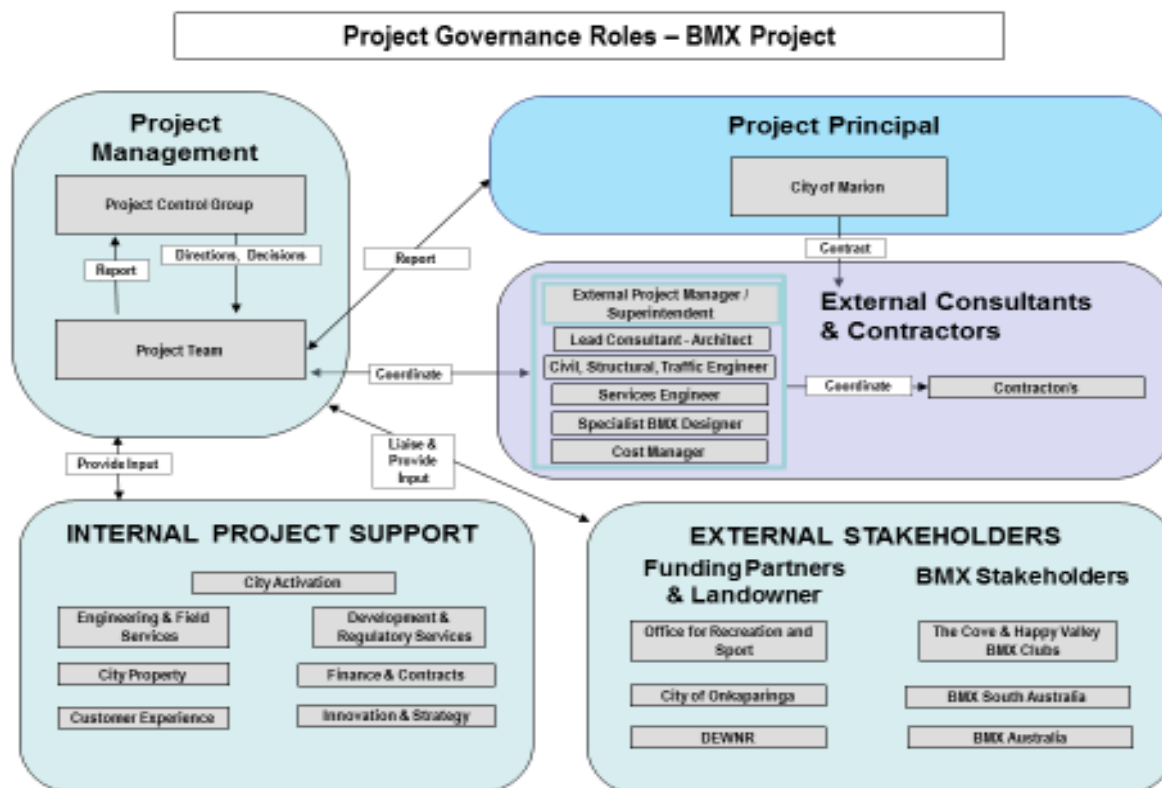
- Monthly management report from Manager Finance to Council
- Monthly Strategic Projects reporting from Manager City Activation to Project Control Group, that includes the Executive Leadership Team
- Fortnightly reporting from Manager City Activation to General Manager City Development

The project phases for the design, namely concept design; design development; detailed design and documentation; and tender each require sign-off on the previous phase before the next phase commences. The sign-off will be for the layouts, design and cost estimate at the end of each phase. The appropriate reports will accompany the requests for sign-off by stakeholders and the Council.

Council reports will be required on key decisions, including final designs, construction cost estimate, release of construction tender and award of construction contract.

Update reports in various formats will be provided to Council via Council Meetings, Briefing Memos, Committees and Forums as required.

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' – i.e. does the facility meet the project objectives of the City of Marion, City of Onkaparinga and Office for Recreation and Sport.

12. CONCLUSION

This Section 48 Report describes the details of the project and how the project is being and will be carried out.

Given that the project will benefit clubs that originate from both the City of Marion and the City of Onkaparinga, consideration of net benefit has been assessed in terms of the benefit to Southern Adelaide from the combined contributions of the two councils. These contributions comprise capital contributions of \$750 000 each and an ongoing contribution to operating, maintenance and renewal costs of \$564 991 per annum, which for the purpose of this report is fully attributed to the proposed leaseholder, the City of Marion. This produces a Cost Benefit ratio of 1:2.3.

The delivery of the project however remains uncertain due to a number of significant risks which are yet to be resolved.

The immediate major risk to the project at this stage is the shortfall in capital funding currently estimated at \$4 100 000, based on the current Concept Design cost estimate of \$6 645 000 plus the \$1 050 000 allowance for soil disposal, totalling \$7 695 000. This \$4 100 000 will reduce if the anticipated low cost solution to soil disposal eventuates.

With regard to the proposed site, the current Concept Design Cost Estimate includes reasonable allowances for the connection to utilities and for access to the facility without significant works to Majors Road, a DPTI owned arterial road. Allowances have not been included for significant changes to the Majors-Adams Road junction nor any consequential effects on the existing electricity distribution network. These costs would have to be funded through other budgets and funding sources.

The resolution of the project funding shortfall through an expanded commitment from the funding partners or commitment from other sources is required before this project can be delivered.

Continued efforts to identify savings especially to management and/or disposal of the excavated soils, and reductions in scale of ancillary facilities may serve to reduce, but by no means eliminate, this shortfall. Specific steps being taken to address this include:

- review of the scope, design and costing
- consideration of a staged delivery of infrastructure that can be delivered subsequent to opening the facility and not impact on the functionality of the facility
- investigation into more favourable sites within the Cities of Marion and Onkaparinga (including Council and State owned land)
- further discussion with DPTI on access requirements and funding thereof
- identification of additional funding sources

It should be noted that the net benefit if the full capital costs as currently identified in the Concept Design Cost Estimate are taken into account, it produces a cost benefit ratio of 1:1.03. This underlines the need to contain capital costs through Value Management.

A significant additional risk is the conditions relating to the funding commitments of the other partners. In particular, the current ORS contribution is for construction costs only, with priority for the UCI compliant track component. In addition, the City of Onkaparinga contribution is conditional on the Happy Valley BMX Club formally agreeing to vacate its existing site and to move to the new facility, which is yet to occur.

A longer term but significant risk remains the resolution of ongoing operational responsibilities since the new facility will require new partnerships to be formed by the existing clubs (operated by volunteers) and the sport's peak bodies. This not only applies to the normal operation of the facility for Club events but also the event management, revenue distribution and underwriting arrangements that would apply to major national and international events that may be attracted to the UCI standard facility. It should be noted that this report assumes there will be no financial impost from such events on the City of Marion.

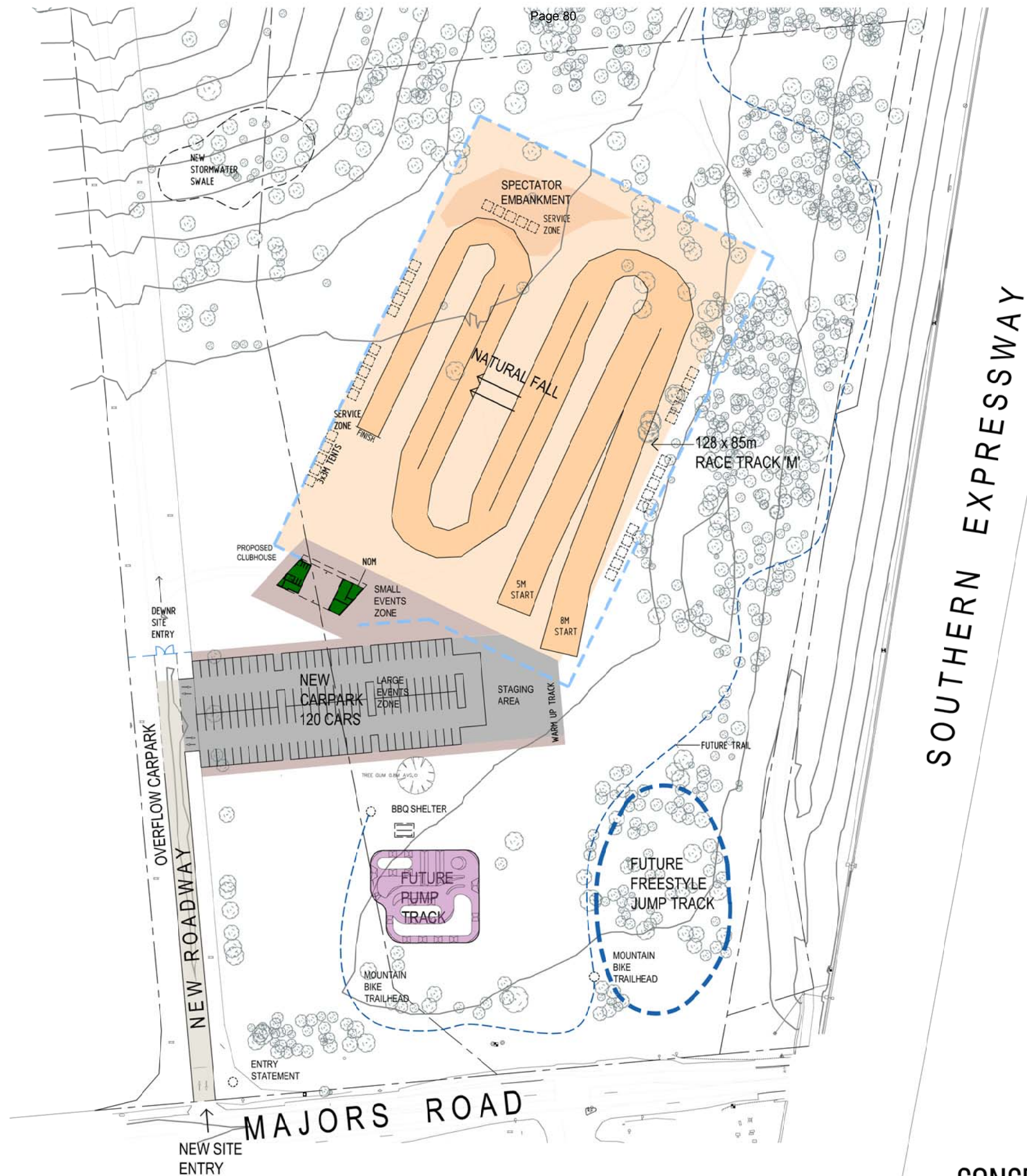
Subject to satisfactory resolution of these matters the project can continue to design and construction phases.

Once the project is in a position to continue with the design phases and be constructed, the BMX Facility will become the home ground for both The Cove BMX Club and Happy Valley BMX Club, further develop the sport of BMX in South Australia, become a venue for regional, State, National and potentially International BMX events, as well as provide a training facility for elite riders.

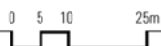
Local Government Act

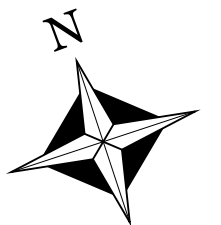
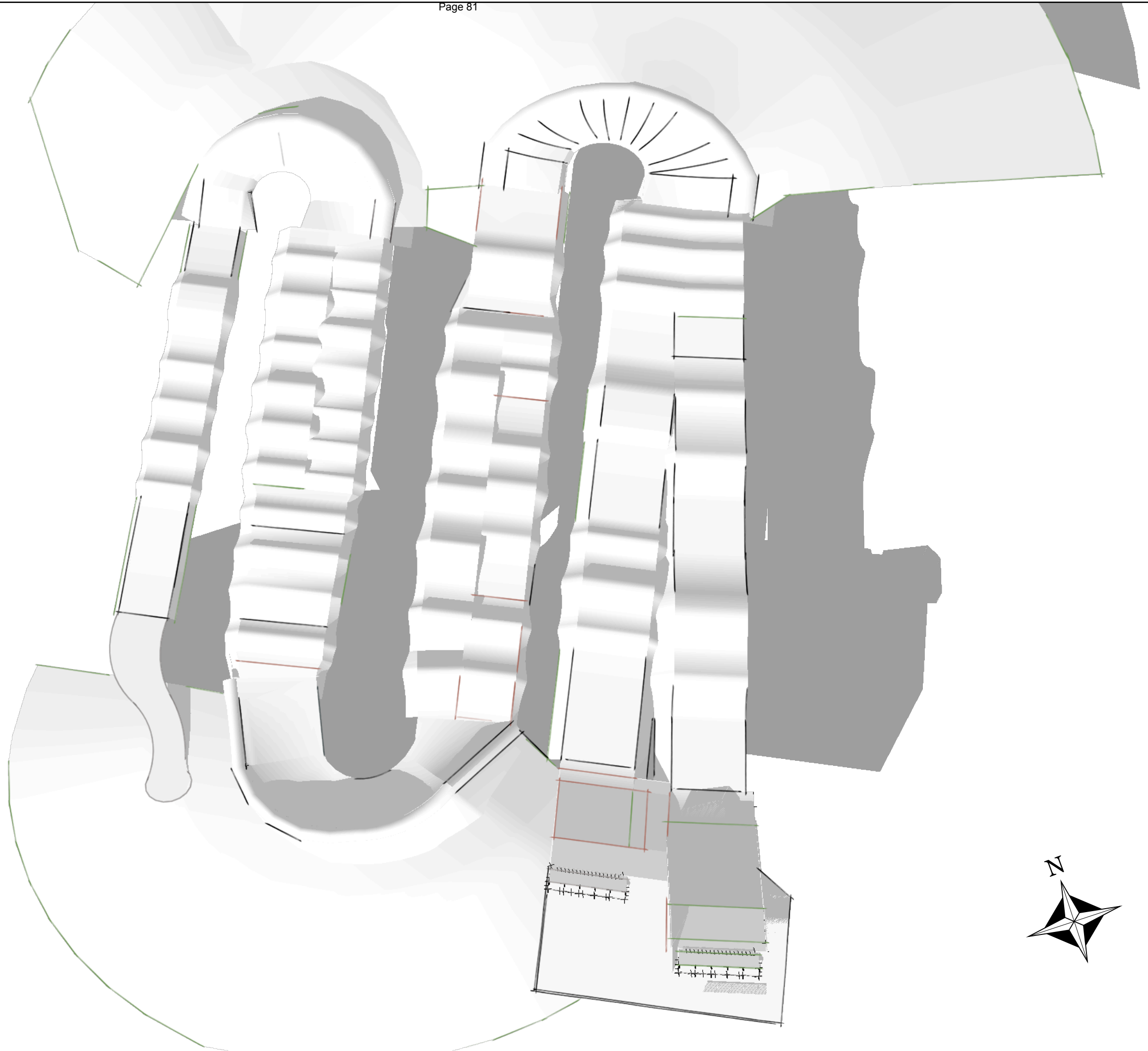
Section 48—Prudential requirements for certain activities

- (1) A Council must obtain and consider a report that addresses the prudential issues set out in subsection (2) before the Council—
 - (a) engages in a commercial project (including through a subsidiary or participation in a joint venture, trust, partnership or other similar body) where the expected recurrent or capital expenditure of the project exceeds an amount set by the Council for the purposes of this Section; or
 - (b) engages in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body)—
 - (i) where the expected expenditure of the Council over the ensuing five years is likely to exceed 20 per cent of the Council's average annual operating expenses over the previous five financial years (as shown in the Council's financial statements); or
 - (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4 000 000.
- (2) The following are prudential issues for the purposes of subsection (1):
 - (a) the relationship between the project and relevant strategic management plans;
 - (b) the objectives of the Development Plan in the area where the project is to occur;
 - (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;
 - (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;
 - (e) if the project is intended to produce revenue, revenue projections and potential financial risks;
 - (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;
 - (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);
 - (i) the most appropriate mechanisms or arrangements for carrying out the project.
- (3) A report is not required under subsection (1) in relation to—
 - (a) road construction or maintenance; or
 - (b) drainage works.
- (4) A report under subsection (1) must be prepared by a person whom the Council reasonably believes to be qualified to address the prudential issues set out in subsection (2).
- (5) A report under subsection (1) must be available for public inspection at the principal office of the Council once the Council has made a decision on the relevant project (and may be available at an earlier time unless the Council orders that the report be kept confidential until that time).
- (6) However, a Council may take steps to prevent the disclosure of specific information in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the Council).
- (7) The provisions of this Section extend to subsidiaries as if a subsidiary were a Council subject to any modifications, exclusions or additions prescribed by the regulations.

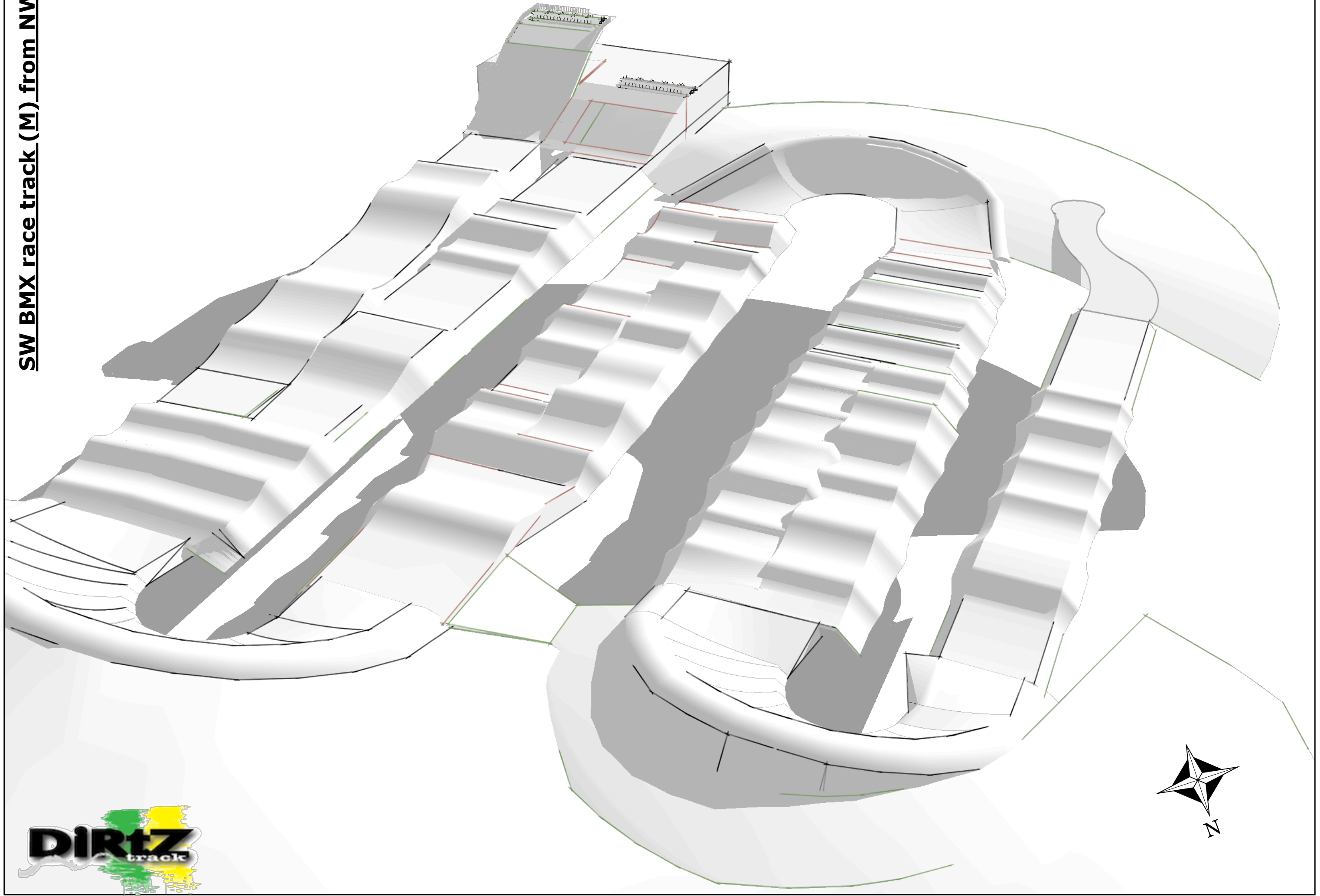


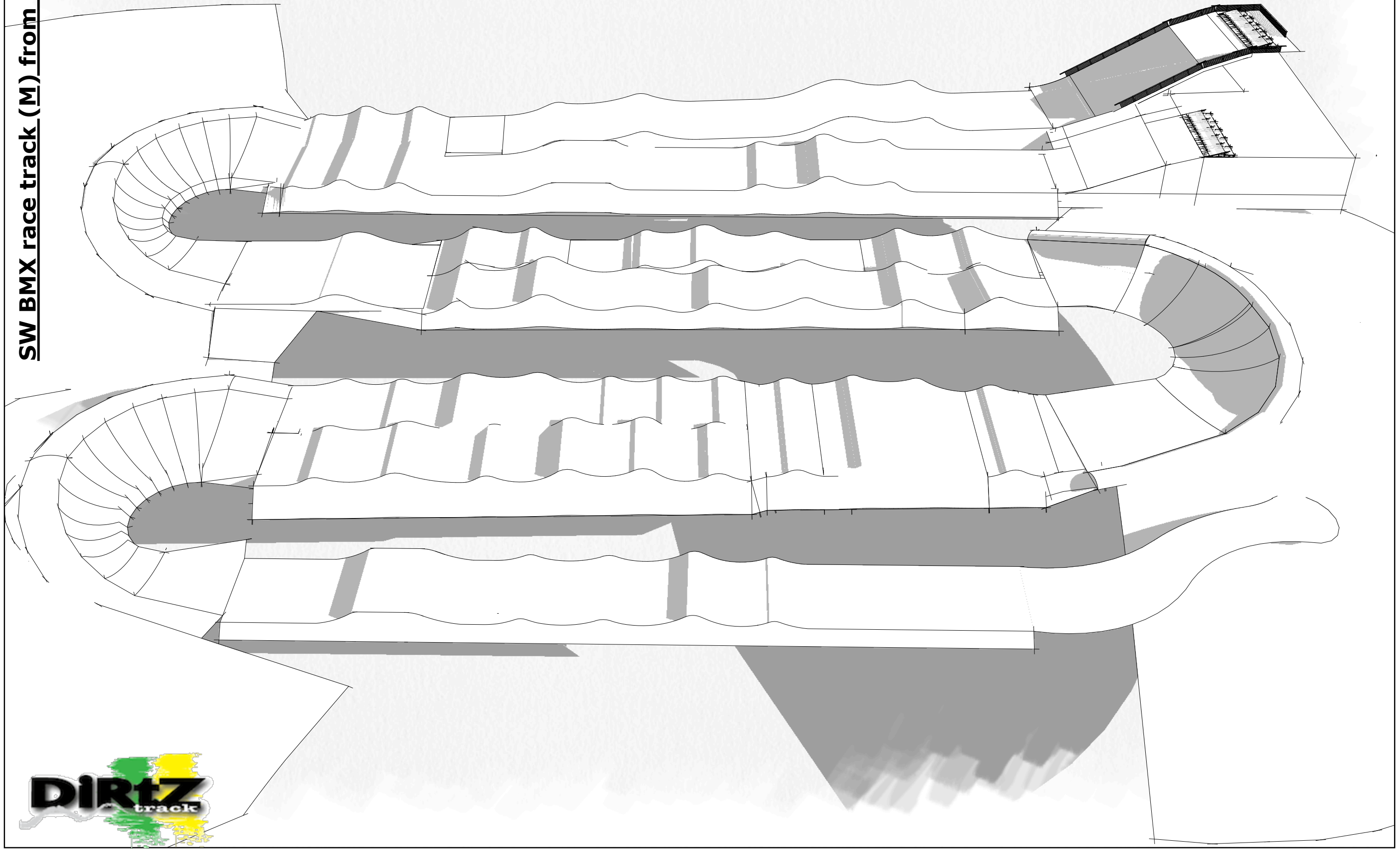
PRELIMINARY



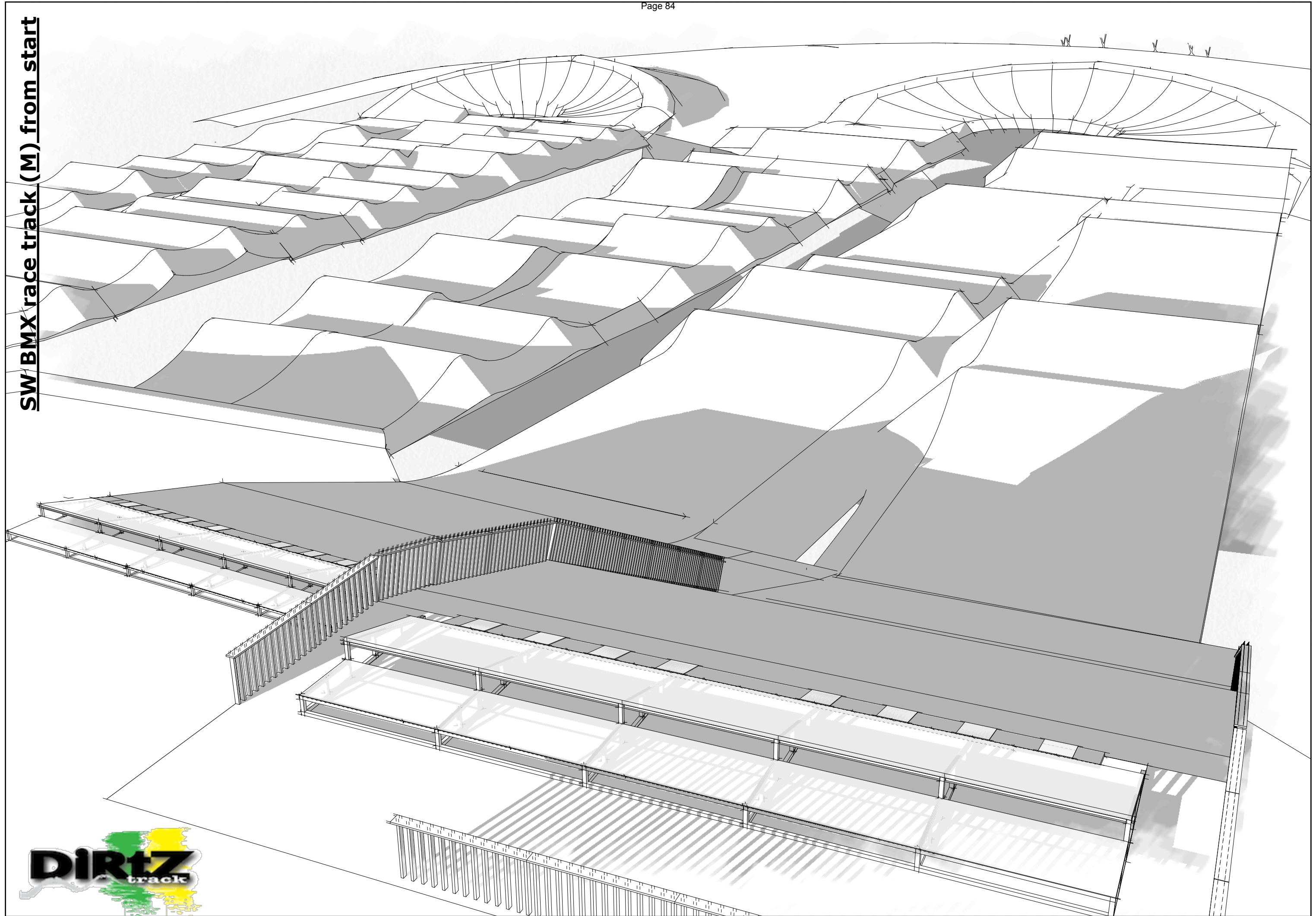


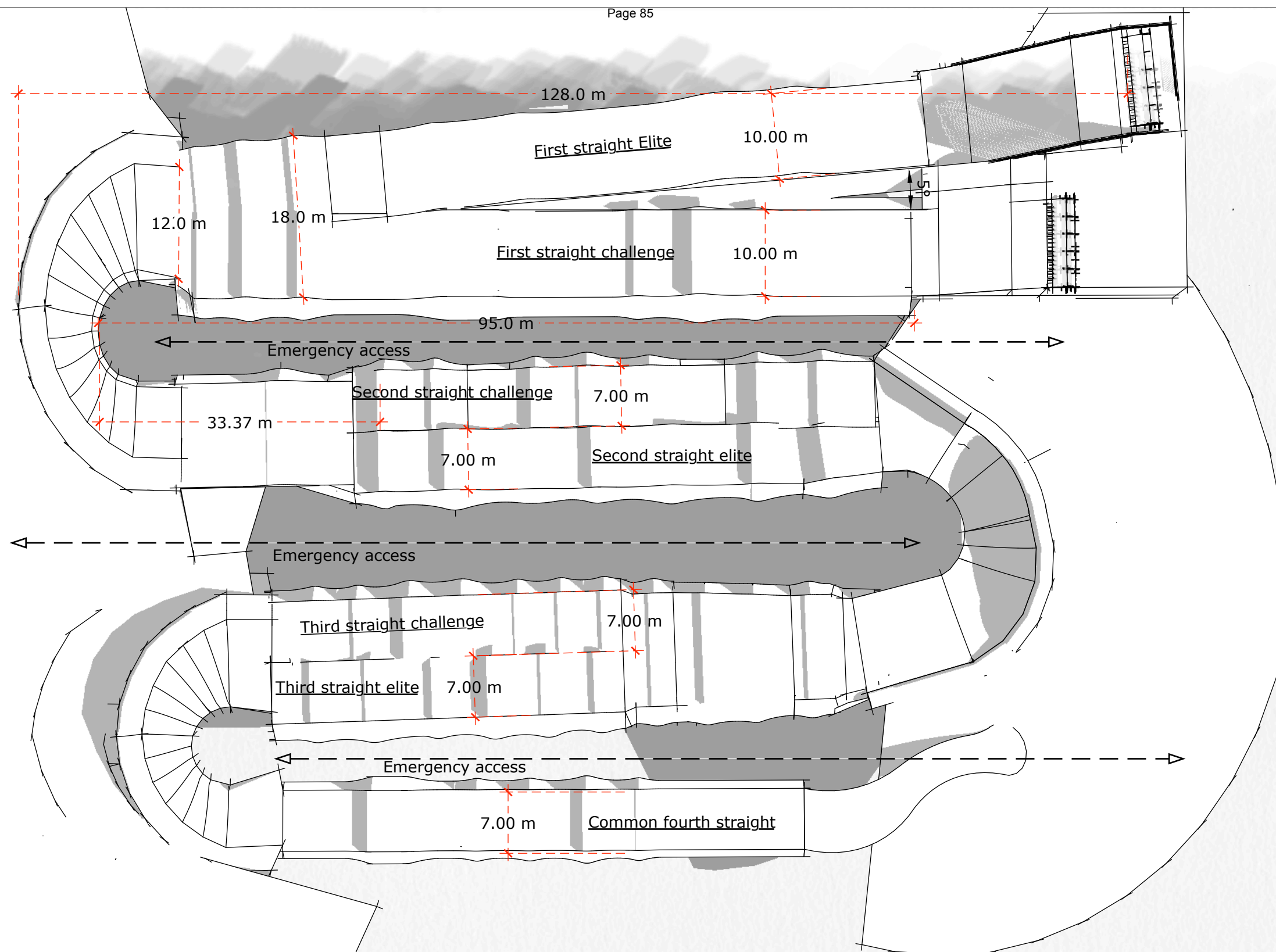
SW BMX race track (M) from NW





SW BMX race track (M) from start





Comments on key track features: The 'M' (medium level) design incorporates all features within the 'H' level design with the exception of the dual first corners. Consequently the the end of the first straight is completely changed along with the elite second straight. These have been redesigned to incorporate the different lengths and new corners exits.

1. First straights. Aligned at a 5 degree difference, the elite straight drops levels after the second jump to promote rider speed. Similarly the challenge straight does the same thing but after a long table top. Both straights feature a minimum fall of 0.5m hidden in the configuration of the jumps. Both straight feature a large cadence section to promote and reward pedal cadence. This is an enviable feature for elite training.

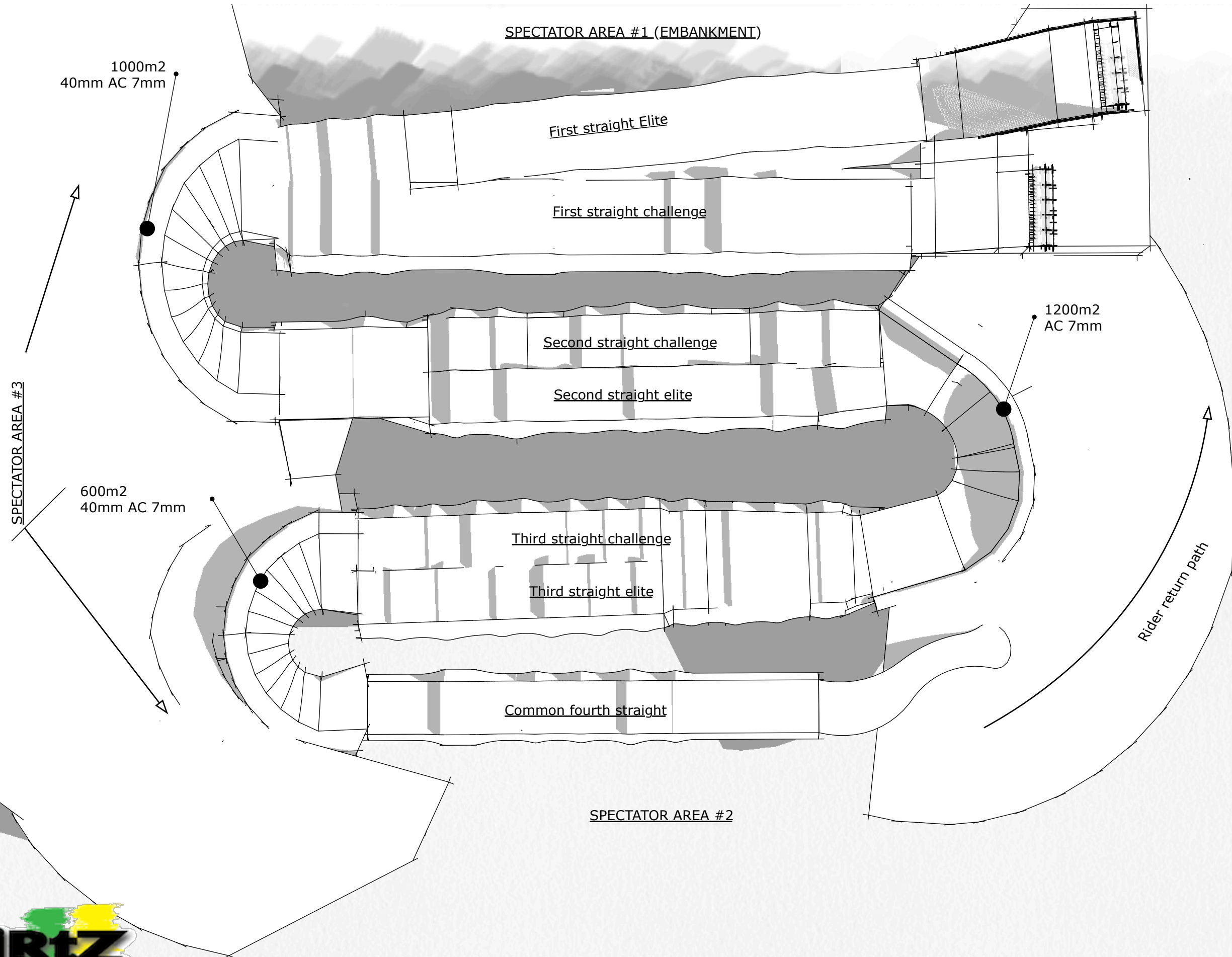
2. Single first corner. This is typical of high level UCI tracks, although most represent a compromise of line for at least one classification of rider. To attempt to address this, the design utilises a single width first exit jump. This is also a grave roller (or table) once again promoting good speed for the riders about to enter the jump straight of the track. The subsequent up ramp is also common at its base. All of these features improve access to the respective straight for a rider

3. Dual second straight. Simialr to the 'H' level design, the second straight has been designed primarily to give riders a FUN jumping straight.

4. Dual third straight. The rhythm straights for both levels of rider have been again designed to be enjoyed and share a common entry for the first 30.0m. This allows a much cleaner 2nd corner with a central apex and common exit. Exit down ramp is common, improving entry for elite riders.



Track detail 2 (M)



Track detail 3 (M)

Track level slight rise to create fall through corner and setup drop for subsequent straight

Track level drops to promote speed

First straight Elite

First straight challenge

Elite start hill

Challenge start hill

Track level drops to promote speed

Second straight challenge

Second straight elite

Common down ramp

Common down ramp

Third straight challenge

Third straight elite

Track remains common for extended period to allow riders to gain access to respective sides

Common down ramp

Common fourth straight

Finish straight doubles as junior training area

Track base tread path is raised consistently 400mm - 500mm to promote proper drainage throughout.

NB: 2.0m - 2.5m tread path fall from base of start hill to finish line



Sam Willoughby BMX Facility

June 2017 Track Options - 'Middleweight' Option

Location Summary

Rates Current At June 2017

Location		Total Cost
RTB	UCI RACE TRACK	
DMW	"Middle Weight" Option (90 x 128m Field of Play)	1,375,440
	RTB - UCI RACE TRACK	\$1,375,440
RTO	UCI RACE TRACK PREPARATION EARTHWORKS DUE TO REACTIVE SOIL	
MW	"Middle Weight" Option (90 x 128m Field of Play)	897,980
	RTO - UCI RACE TRACK PREPARATION EARTHWORKS DUE TO REACTIVE SOIL	\$897,980
SR	START RAMP INCLUDING ENCLOSED STORAGE UNDER	989,300
TL	100 LUX TRACK LIGHTING	157,200
PT	PUMP TRACK (EXCAVATION, MATERIALS, STORMWATER, ETC ALLOWED ONLY - SHAPING OF JUMPS BY CLUB)	72,400
CP	CARPARK (NO OVERFLOW)	720,105
CH	CLUBHOUSE	659,600
PB	PUBLIC FACILITIES	100,200
IN	SITE INFRASTRUCTURE	618,930
	ESTIMATED NET COST	\$5,591,155
MARGINS & ADJUSTMENTS		
	Allowance for Construction Contingency (10% on Total Trade Works)	10.0% \$559,116
	Allowance for Professional Fees	8.0% \$492,026
	ESTIMATED TOTAL COST	\$6,642,297

Sam Willoughby BMX Facility

June 2017 Track Options - 'Middleweight' Option

Location Elements Item

RTB UCI RACE TRACK

DMW "Middle Weight" Option (90 x 128m Field of Play)

Rates Current At June 2017

Description	Unit	Qty	Rate	Total
FT Fitments				
36 No allowance for track signage/branding (by Clubs)	Item			Excl.
80 Allowance for Entry Statement - Design to Cost	Item			5,000
Fitments				\$5,000
SE Special Equipment				
50 Allowance for <u>footings only</u> to finish line gantry structure to facilitate future provision	Item			5,000
51 Transponder timing system including cabling, decoders, PC hardware/software, builders works, etc complete	Item			25,000
City of Marion to confirm if this equipment is already owned by the club and if so, all we have to provide is the in ground services and builders works to facilitate, etc.				
84 Safety and straight track pneumatic gates including compressors, hoses, etc at 5m and 8m hill (\$41,500 for gates)	Item			50,000
City of Marion to confirm if the club have a grant for this equipment.				
91 Security gates at base of start hill	No	2	7,500	15,000
98 No allowance for electronic noticeboards/scoring boards including associated power and data (As per brief)	Item			Excl.
100 Allowance for drinking points around the site generally - quantity as agreed	No	1	5,000	5,000
Special Equipment				\$100,000
PD Sanitary Plumbing				
37 Allowance for water points to track generally	Item			18,000
Sanitary Plumbing				\$18,000
BW Builders Work in Connection With Specialist Services				
28 Allowance for builders work associated with specialist services	Item			4,400
Builders Work in Connection With Specialist Services				\$4,400
XP Site Preparation				
38 Clear site of trees, shrubs, etc - assumed no structures on existing site	m ²	15,000	2	30,000
110 Sundry shaping of batters / spoil mounds etc	Item			20,000
Site Preparation				\$50,000
DT Dirtz Scope of Works				
49 Allowance to supply riverstone or similar aggregate (assumed 100mm thick) for drainage outside of the perimeter of the Race Track - Install by Dirtz)	m ²	7,020	20	140,400
97 Allowance for supply only of additional fill for jumps including volumes for battering off - assume 1 meter average (Placing and compaction by Dirtz) - Allowed \$8/t including transport	m ³	9,100	15	136,500
94 Supply of 40mm thick AC 7mm to berms	m ²	2,400	30	72,000
95 Supply of 100mm thick decomposed granite to straight runs of track - Install by Dirtz	m ²	4,300	20	86,000
96 Allowance for line marking to track - asphalt areas only	Item			7,500

Sam Willoughby BMX Facility**June 2017 Track Options - 'Middleweight' Option**

Location Elements Item

RTB UCI RACE TRACK

DMW "Middle Weight" Option (90 x 128m Field of Play) (continued)

Rates Current At June 2017

Description	Unit	Qty	Rate	Total
103 Allowance for works by Dirtz, place and shape track	Day	35	5,410	189,350
- Loader x 2 (\$650/day)				
- Bob-cat x 2 (\$400/day)				
- 20t excavator x 1 (\$760/day)				
- Drum Roller x 1 (\$400/day)				
- Water cart x 1 (\$400/day)				
- Furphy Trailer x 1 (\$100/day)				
- Labour Team (\$2,500 / day)				
- Small tools / consumables (\$200/day)				
104 Supply and install materials including polymer. ag drains etc	Item			50,000
Dirtz Scope of Works				\$681,750
XR Roads, Footpaths and Paved Areas				
55 Assume no additional allowance needed for Warm Up Track - compacted quarry rubble finish allowed to area on site plan	Item			Incl.
105 Extra over for spray seal to Staging area	m ²	2,000	9	18,000
107 200mm PM2/20 including clearing of topsoil, trimming, compaction, proof roll, etc of existing soil to Western Spectator / Services Zone (Not Sealed)	m ²	2,000	25	50,000
Roads, Footpaths and Paved Areas				\$68,000
XN Boundary Walls, Fencing and Gates				
43 1800mm chain wire fence with 3 strands of barbed wire including footings to secure Perimeter Fence	m	500	85	42,500
44 Pair of 1800mm high entry gates to secure Perimeter Fence	No	5	950	4,750
45 Pedestrian gates to secure Perimeter Fence	No	6	350	2,100
46 Safety railing including footings to UCI Race perimeter (between public and track berms) - Not required as briefed in VM	Item			0
47 Allowance for fencing to staging area	Item			Excl.
61 No allowance for retaining walls - assumed soil is battered to track level	Item			Excl.
106 Allowance for fencing to top of Berms	Item			15,000
Boundary Walls, Fencing and Gates				\$64,350
XB Outbuildings and Covered Ways				
53 No allowance for basic canopy/shade structure over staging area (Not provide at Sleeman) - To be brought in on Race Day if needed	Item			Excl.
56 Commissaries/commentators platform - 20m2 approx - confirm if two platforms are needed (Requirement TBC - Temporary structure at Sleeman)	Item			Excl.
99 Allowance for photography area/platform (As per brief)	Item			Excl.
Outbuildings and Covered Ways				Excl.
XL Landscaping and Improvements				
57 No allowance for landscaping or lawn within field of play	Item			Excl.
Landscaping and Improvements				Excl.

Sam Willoughby BMX Facility**June 2017 Track Options - 'Middleweight' Option**

Location Elements Item

RTB UCI RACE TRACK

DMW "Middle Weight" Option (90 x 128m Field of Play) (continued)

Rates Current At June 2017

Description	Unit	Qty	Rate	Total
XK External Stormwater Drainage				
22 Allowance for stormwater drainage to Main Carpark, Bike Paths, Large Event Zone, Western Spectator/ Services Zone, etc	m ²	2,000	13	26,000
48 Allowance for stormwater drainage to Race Track Zone - assumed lower spec than carpark (localised sumps)	m ²	11,520	7	80,640
52 Allowance to connect Race Track Zone to stormwater swale	m	70	250	17,500
102 Allowance for Acco or similar strip drain to base of start hill	m	24	950	22,800
External Stormwater Drainage				\$146,940
XE External Electric Light and Power				
58 Allowance for <u>future provision</u> for CCTV system	Item			5,000
113 Allowance for conduits and pits - for use in major events (say 10 pits with connecting conduits back to start ramp)	Item			25,000
External Electric Light and Power				\$30,000
PR Preliminaries				
74 Allowance for Contractors Preliminaries and Supervision	Item			104,800
Preliminaries				\$104,800
MA Builder's Margin				
75 Allowance for Contractors Margin and Overheads	Item			39,900
Builder's Margin				\$39,900
CT Contingency				
76 Allowance for Design Contingency	Item			58,200
Contingency				\$58,200
ST Statutory Charges				
77 Allowance for Statutory Charges including CITB Levy	Item			4,100
Statutory Charges				\$4,100
"MIDDLE WEIGHT" OPTION (90 X 128M FIELD OF PLAY)				\$1,375,440

Sam Willoughby BMX Facility**June 2017 Track Options - 'Middleweight' Option**

Location Elements Item

RTO UCI RACE TRACK PREPARATION EARTHWORKS DUE TO REACTIVE SOIL

MW "Middle Weight" Option (90 x 128m Field of Play)

Rates Current At June 2017

Description	Unit	Qty	Rate	Total
XP Site Preparation				
62 Excavate existing soil and transport to soil mound / wind break / spread across site - WGA calcs 8/6/2017	m ³	15,120	12	181,440
114 Extra metre of excavation for inert fill zone (not within WGA calcs 8/6/2017)	m ³	11,520	12	138,240
63 Inert granular fill including proof roll, trimming, compaction as base for UCI Race Track (Allowed 1.0m across Field of Play) - Level 2 Placement	m ³	11,520	33	380,160
112 Allowance to trim / tidy and hydroseed batters outside the field of play	m ²	3,480	18	62,640
Site Preparation				\$762,480
PR Preliminaries				
74 Allowance for Contractors Preliminaries and Supervision	Item			68,600
Preliminaries				\$68,600
MA Builder's Margin				
75 Allowance for Contractors Margin and Overheads	Item			26,100
Builder's Margin				\$26,100
CT Contingency				
76 Allowance for Design Contingency	Item			38,100
Contingency				\$38,100
ST Statutory Charges				
77 Allowance for Statutory Charges including CITB Levy	Item			2,700
Statutory Charges				\$2,700
"MIDDLE WEIGHT" OPTION (90 X 128M FIELD OF PLAY)				\$897,980

Sam Willoughby BMX Facility

June 2017 Track Options - 'Middleweight' Option

Location Elements Item

SR START RAMP INCLUDING ENCLOSED STORAGE UNDER

Rates Current At June 2017

Description		Unit	Qty	Rate	Total
SS	Special Services				
87	Allowance for Option 2 Start Ramp	Item			840,000
	Special Services				\$840,000
PR	Preliminaries				
74	Allowance for Contractors Preliminaries and Supervision	Item			75,600
	Preliminaries				\$75,600
MA	Builder's Margin				
75	Allowance for Contractors Margin and Overheads	Item			28,700
	Builder's Margin				\$28,700
CT	Contingency				
76	Allowance for Design Contingency	Item			42,000
	Contingency				\$42,000
ST	Statutory Charges				
77	Allowance for Statutory Charges including CITB Levy	Item			3,000
	Statutory Charges				\$3,000
	START RAMP INCLUDING ENCLOSED STORAGE UNDER				\$989,300

Sam Willoughby BMX Facility**June 2017 Track Options - 'Middleweight' Option**

Location Elements Item

TL 100 LUX TRACK LIGHTING

Rates Current At June 2017

Description	Unit	Qty	Rate	Total
BW Builders Work in Connection With Specialist Services				
28 Allowance for builders work associated with specialist services	Item			3,900
<i>Builders Work in Connection With Specialist Services</i>				<i>\$3,900</i>
XE External Electric Light and Power				
17 Option 3 - 100 lux with metal halide and hinged poles (As per Secon advice)	Item			130,000
<i>External Electric Light and Power</i>				<i>\$130,000</i>
PR Preliminaries				
74 Allowance for Contractors Preliminaries and Supervision	Item			11,700
<i>Preliminaries</i>				<i>\$11,700</i>
MA Builder's Margin				
75 Allowance for Contractors Margin and Overheads	Item			4,600
<i>Builder's Margin</i>				<i>\$4,600</i>
CT Contingency				
76 Allowance for Design Contingency	Item			6,500
<i>Contingency</i>				<i>\$6,500</i>
ST Statutory Charges				
77 Allowance for Statutory Charges including CITB Levy	Item			500
<i>Statutory Charges</i>				<i>\$500</i>
<i>100 LUX TRACK LIGHTING</i>				<i>\$157,200</i>

Sam Willoughby BMX Facility**June 2017 Track Options - 'Middleweight' Option**

Location Elements Item

**PT PUMP TRACK (EXCAVATION, MATERIALS, STORMWATER, ETC
ALLOWED ONLY - SHAPING OF JUMPS BY CLUB)**

Rates Current At June 2017

Description	Unit	Qty	Rate	Total
PD Sanitary Plumbing				
37 Allowance for water points to track generally	Item			5,000
Sanitary Plumbing				\$5,000
SS Special Services				
35 No allowance for additional works including shaping jumps, etc and fitments to form Pump Track - by club	Item			Excl.
Special Services				Excl.
XP Site Preparation				
41 Excavate 1000m of soil and transport to Soil Mound / Windbreak	m³	1,000	16	16,000
42 PM3/20 - 40 or equivalent including proof roll, trimming, compaction in layers, etc to form truck base to Pump Track	m³	1,000	33	33,000
Site Preparation				\$49,000
XK External Stormwater Drainage				
93 Allowance for stormwater works including connection to adjacent swale	Item			7,500
External Stormwater Drainage				\$7,500
PR Preliminaries				
74 Allowance for Contractors Preliminaries and Supervision	Item			5,500
Preliminaries				\$5,500
MA Builder's Margin				
75 Allowance for Contractors Margin and Overheads	Item			2,100
Builder's Margin				\$2,100
CT Contingency				
76 Allowance for Design Contingency	Item			3,100
Contingency				\$3,100
ST Statutory Charges				
77 Allowance for Statutory Charges including CITB Levy	Item			200
Statutory Charges				\$200
PUMP TRACK (EXCAVATION, MATERIALS, STORMWATER, ETC ALLOWED ONLY - SHAPING OF JUMPS BY CLUB)				\$72,400

Sam Willoughby BMX Facility

June 2017 Track Options - 'Middleweight' Option

Location Elements Item

CP CARPARK (NO OVERFLOW)

Rates Current At June 2017

Description		Unit	Qty	Rate	Total
FT	Fitments				
23	Allowance for signage	Item			5,000
25	Allowance for 5m long steel humps to Carpark (Traffic Calming)	No	8	750	6,000
26	Allowance for sundry bollards, signage, bike racks, bins, etc	Item			15,000
31	Precast concrete wheelstops (VM Option)	No	240		Excl.
Fitments					\$26,000
BW	Builders Work in Connection With Specialist Services				
28	Allowance for builders work associated with specialist services	Item			2,100
Builders Work in Connection With Specialist Services					\$2,100
XP	Site Preparation				
38	Clear site of trees, shrubs, etc - assumed no structures on existing site	m ²	9,600	2	19,200
Site Preparation					\$19,200
XR	Roads, Footpaths and Paved Areas				
18	10/7mm Spray on 150mm PM1/20 and 200mm PM2/20 including clearing of topsoil, trimming, compaction, proof roll, etc of existing soil as Main Carpark	m ²	4,300	50	215,000
21	200mm PM2/20 including clearing of topsoil, trimming, compaction, proof roll, etc of existing soil to Overflow Carpark and Access Road (Not Sealed)	m ²	5,800		Excl.
24	Allowance for linemarking	Item			7,500
29	200mm PM2/20 including clearing of topsoil, trimming, compaction, proof roll, etc of existing soil to Bike Path, Small Events Zone, Staging Area & Warm Up Track (Not Sealed)	m ²	2,750	25	68,750
108	Kerb to perimeter of carpark	m	265	85	22,525
Roads, Footpaths and Paved Areas					\$313,775
XN	Boundary Walls, Fencing and Gates				
32	Fence to DEWNR site entry - extent to be confirmed	m	30	150	4,500
33	Pair of large manual gates to DEWNR site entry including footings and steel framing (Seperately Funded)	Item			5,000
Boundary Walls, Fencing and Gates					\$9,500
XL	Landscaping and Improvements				
20	Allowance for additional landscaping including trees, etc	Item			50,000
92	Allowance for irrigation to landscaping	m ²	760	8	6,080
111	Allowance for landscaping	m ²	760	30	22,800
Landscaping and Improvements					\$78,880
XK	External Stormwater Drainage				
22	Allowance for stormwater drainage to Main Carpark, Bike Paths, Large Event Zone, Western Spectator/ Services Zone, etc	m ²	7,050	13	91,650
External Stormwater Drainage					\$91,650

Sam Willoughby BMX Facility**June 2017 Track Options - 'Middleweight' Option**

Location Elements Item

CP CARPARK (NO OVERFLOW) (continued)

Rates Current At June 2017

Description	Unit	Qty	Rate	Total
XE External Electric Light and Power				
19 Allowance for lighting to Main Carpark, Bike Paths, Large Events Zone, Staging Area, etc	m ²	7,050	10	70,500
External Electric Light and Power				\$70,500
PR Preliminaries				
74 Allowance for Contractors Preliminaries and Supervision	Item			54,900
Preliminaries				\$54,900
MA Builder's Margin				
75 Allowance for Contractors Margin and Overheads	Item			20,900
Builder's Margin				\$20,900
CT Contingency				
76 Allowance for Design Contingency	Item			30,500
Contingency				\$30,500
ST Statutory Charges				
77 Allowance for Statutory Charges including CITB Levy	Item			2,200
Statutory Charges				\$2,200
CARPARK (NO OVERFLOW)				\$720,105

Sam Willoughby BMX Facility

June 2017 Track Options - 'Middleweight' Option

Location Elements Item

CH CLUBHOUSE

Rates Current At June 2017

Description		Unit	Qty	Rate	Total
SS	Special Services				
81	Allowance for Option 3 Clubhouse	Item			560,000
	Special Services				\$560,000
PR	Preliminaries				
74	Allowance for Contractors Preliminaries and Supervision	Item			50,400
	Preliminaries				\$50,400
MA	Builder's Margin				
75	Allowance for Contractors Margin and Overheads	Item			19,200
	Builder's Margin				\$19,200
CT	Contingency				
76	Allowance for Design Contingency	Item			28,000
	Contingency				\$28,000
ST	Statutory Charges				
77	Allowance for Statutory Charges including CITB Levy	Item			2,000
	Statutory Charges				\$2,000
	CLUBHOUSE				\$659,600

Sam Willoughby BMX Facility**June 2017 Track Options - 'Middleweight' Option**

Location Elements Item

PB PUBLIC FACILITIES

Rates Current At June 2017

Description		Unit	Qty	Rate	Total
FT	Fitments				
70	Allowance for basic proprietary picnic tables	No	8	2,500	20,000
	Fitments				\$20,000
SE	Special Equipment				
68	No allowance for proprietary unisex toilet including concrete slab, etc	Item			Excl.
72	Allowance for BBQ complete	No	2	10,000	20,000
	Special Equipment				\$20,000
XR	Roads, Footpaths and Paved Areas				
71	No allowance for concrete slab or paving, etc BBQ Shelter area	Item			Excl.
	Roads, Footpaths and Paved Areas				Excl.
XB	Outbuildings and Covered Ways				
67	Allowance for basic timber framed Colorbond BBQ Shelter complete - assumed 14 x 6m	Item			40,000
	Outbuildings and Covered Ways				\$40,000
XE	External Electric Light and Power				
73	Allowance to run power to BBQ Shelter area	Item			5,000
	External Electric Light and Power				\$5,000
PR	Preliminaries				
74	Allowance for Contractors Preliminaries and Supervision	Item			7,700
	Preliminaries				\$7,700
MA	Builder's Margin				
75	Allowance for Contractors Margin and Overheads	Item			2,900
	Builder's Margin				\$2,900
CT	Contingency				
76	Allowance for Design Contingency	Item			4,300
	Contingency				\$4,300
ST	Statutory Charges				
77	Allowance for Statutory Charges including CITB Levy	Item			300
	Statutory Charges				\$300
	PUBLIC FACILITIES				\$100,200

Sam Willoughby BMX Facility**June 2017 Track Options - 'Middleweight' Option**

Location Elements Item

IN SITE INFRASTRUCTURE

Rates Current At June 2017

Description	Unit	Qty	Rate	Total
BW Builders Work in Connection With Specialist Services				
27 Allowance for services trench including conduits	m	600	90	54,000
28 Allowance for builders work associated with specialist services	Item			4,100
<i>Builders Work in Connection With Specialist Services</i>				\$58,100
XP Site Preparation				
10 Remove soil from swales to new soil mound / windbreak	m ³	2,130	12	25,560
11 Allowance for compaction and planting for soil mound / windbreak (assumed basic/minimum compaction only and natives grass planting) or to be spread across site	Item			10,000
38 Clear site of trees, shrubs, etc - assumed no structures on existing site	m ²	12,500	2	25,000
<i>Site Preparation</i>				\$60,560
XR Roads, Footpaths and Paved Areas				
89 Allowance for sundry works to entry at Majors Road (no major intersection upgrade, slip lanes or traffic signals included at this stage)	Item			100,000
<i>Roads, Footpaths and Paved Areas</i>				\$100,000
XK External Stormwater Drainage				
1 Connection of stormwater to Majors Road	Item			15,000
8 Form large stormwater swale including native grass planting - assumed 500mm average	m ²	1,900	12	22,800
9 Form 2000mm wide x 300mm deep swale including native grass planting	m	115	18	2,070
12 Box culvert connecting swale - size to be confirmed	m	17	1,200	20,400
13 Allowance for gross pollutant trap - assumed small size - to be confirmed	No	2	25,000	50,000
14 Headwall to box culvert	No	4	5,000	20,000
<i>External Stormwater Drainage</i>				\$130,270
XD External Sewer Drainage				
5 Sewer pipe connecting septic tank to Clubhouse and Public WC	m	130	150	19,500
69 Allowance for septic tank and pump including excavation, bedding and backfill (Temporary toilets - Portaloo as VM Option)	Item			20,000
<i>External Sewer Drainage</i>				\$39,500
XW External Water Supply				
4 Water supply including connection to Clubhouse and Public WC	m	350	150	52,500
<i>External Water Supply</i>				\$52,500
XE External Electric Light and Power				
2 Allowance for main switchboard, consumer main and submain cables as advised by Secon - 19/4/17	Item			30,000
3 Allowance for SAPN works as advised by Secon - 19/4/17	Item			20,000
7 Allowance for site reticulation including PA as advised by Secon - 19/4/17	Item			30,000
<i>External Electric Light and Power</i>				\$80,000

Sam Willoughby BMX Facility**June 2017 Track Options - 'Middleweight' Option**

Location Elements Item

IN SITE INFRASTRUCTURE (continued)

Rates Current At June 2017

Description	Unit	Qty	Rate	Total
XC External Communications				
34 Allowance for NBN works as advised by Secon - 19/4/17	Item			5,000
External Communications				\$5,000
PR Preliminaries				
74 Allowance for Contractors Preliminaries and Supervision	Item			47,000
Preliminaries				\$47,000
MA Builder's Margin				
75 Allowance for Contractors Margin and Overheads	Item			18,000
Builder's Margin				\$18,000
CT Contingency				
76 Allowance for Design Contingency	Item			26,100
Contingency				\$26,100
ST Statutory Charges				
77 Allowance for Statutory Charges including CITB Levy	Item			1,900
Statutory Charges				\$1,900
SITE INFRASTRUCTURE				\$618,930

Sam Willoughby BMX Facility

June 2017 - Basis of Estimate

Project Details**Basis of Estimate**

This Concept estimate is based upon measured quantities to which we have applied rates and conditions we currently believe applicable as at June 2017. We have assumed that the project will be competitively tendered under standard industry conditions and lump sum form of contract.

The estimate incorporates all agreed savings as documented in the May 2017 Value Management Session and summarised separately in this report.

The estimate assumes entrance to site via Majors Road with limited modifications. Any higher level of treatment to this intersection such as slip lanes, roundabouts or traffic signals are specifically excluded from this estimate.

Items Specifically Included

This estimate specifically includes the following:

Contingencies

The estimate includes the following contingency allowances:

- Design Development Contingency which allows for issues that will arise during the design and documentation period as the design team develops the design through to 100% documentation.

- Construction Contingency which allows for issues that will arise during the construction period including for latent conditions, design errors and omissions, design changes, client changes, extension of time costs and provisional sum adjustments.

Items Specifically Excluded

This estimate specifically excludes the following:

Project Scope Exclusions

- Majors Road Intersection modifications or upgrades
- Undergrounding or realignment of existing overhead powerlines
- Works for mountain bike trailhead
- Future Jump Track
- Overflow carparking

Risk Exclusions

- Relocation and upgrade of existing services
- Disposal of site won soil material off-site (cost premium shown separately)
- Contaminated ground Removal and Reinstatement
- Rock excavation
- De-watering of major excavations
- Staging / Phasing costs

Other Project Cost Exclusions

- Land costs
- Legal fees
- Goods and Services Taxation
- Holding costs and finance charges
- Escalation in costs from anticipated commencement late 2017

Savings initiatives incorporated into estimates

- Refer to detailed list on page 3.

Scope Exclusions for works by others

- Furniture and curtains
- Canteen / Kitchen cooking and refrigeration equipment
- Canteen / Kitchen, shelving, utensils etc.
- Timing system and equipment
- Registration equipment, scanners and associated IT / Software
- Printers, PC's, servers etc.
- Commentary equipment and speakers
- Two Way radio system
- Trophy Cabinet / Honour Boards
- First aid / drug testing room equipment, stretchers, bed etc.

Bump-In Infrastructure for Events

- Additional toilets for major events
- Shade structures for staging area
- Demarcation rails and fencing for staging area
- Grandstands / viewing platforms and canopies
- Scaffolding platform for commentators
- Scaffolding platform for Media and Photographers
- Finish line gantry frame

Sam Willoughby BMX Facility

June 2017 Track Options

Rates Current At June 2017

Location	"Light Weight" Option (62.5 x 125m Field of play)	Middle Weight Option (90 x 128m Field of Play)	Heavy Weight Option (90 x 136m Field of play)
A UCI RACE TRACK	1,110,000	1,375,000	1,470,000
<ul style="list-style-type: none"> - Supply and place material for track construction - Asphalt to berms - Stormwater drainage - 2000m2 spectator zone (with spray-seal pavement) - Track perimeter security fence 			
B UCI RACE TRACK PREPARATION EARTHWORKS DUE TO REACTIVE SOIL	615,000	900,000	945,000
<ul style="list-style-type: none"> - Significant excavation (up to 3m depending on option) to reduce overlying reactive clay layers (As per engineering advice) - Placement of 1.0m of clean fill across field of play (to reduce shrink / swell damage to track) 			
C START RAMP INCLUDING ENCLOSED STORAGE UNDER	990,000	990,000	990,000
<ul style="list-style-type: none"> - 5m and 8m high start ramps. - Steel framed structure with plywood decking (Based on Sleeman) - Stair access to start gates (no large ramps up) - Simple roof over start gates - Basic enclosed area under structure for storage of materials / vehicle etc. 			
D 100 LUX TRACK LIGHTING	160,000	160,000	160,000
<ul style="list-style-type: none"> - 100 Lux lighting on steel poles (metal halide lights - not LED) 			
E PUMP TRACK (EXCAVATION, MATERIALS, STORMWATER, ETC ALLOWED ONLY - SHAPING OF JUMPS BY CLUB)	70,000	70,000	70,000
<ul style="list-style-type: none"> - Provision of a levelled pad and stormwater drainage - Supply of clean fill for clubs to shape pump track - No asphalt sealer 			
F CARPARK (NO OVERFLOW)	720,000	720,000	720,000
<ul style="list-style-type: none"> - Construction of approximately 120 carparks with a spray-seal surface - Entrance roadway, spray seal surface - Rubble footpaths / fringe to carpark - Stormwater drainage - Basic carpark lighting - Basic landscaping 			
G CLUBHOUSE	660,000	660,000	660,000
<ul style="list-style-type: none"> - Approximately 120m2 enclosed areas plus spectator canopies - Includes toilets, canteen, clubroom and meeting room - Basic services (split system AC, ceiling fans etc) - Grease arrestor for kitchen trade waste 			
H PUBLIC FACILITIES	100,000	100,000	100,000
<ul style="list-style-type: none"> - 2 x Public BBQ's with picnic tables - Basic shelter over BBQ area - Power and water reticulation to the BBQ area 			
I SITE INFRASTRUCTURE	620,000	620,000	620,000
<ul style="list-style-type: none"> - Electrical connections, including reticulation to Clubhouse / Track and Main switchboard - Minor works at existing roadway connection with Majors Road - Site Stormwater infrastructure - Site sewer & water infrastructure 			
SUB-TOTAL	\$5,045,000	\$5,595,000	\$5,735,000
MARGINS & ADJUSTMENTS			
Construction Contingency (10% on Total Trade Works)	10.0%	\$505,000	\$575,000
Professional Fees & Disbursements	8.0%	\$445,000	\$500,000
ESTIMATED TOTAL COST (Excluding GST)		\$5,995,000	\$6,810,000

EXTRA TO DISPOSE EXCAVATED SOIL OFF SITE

Potential additional cost to load, cart and dispose excavated material off-site; this would be required if it is not possible to spread all of the excess clay material on site in hollows, noise mounds, etc.	\$640,000	\$1,050,000	\$1,110,000
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Note that there could also be the opportunity to have contractors take the soil as free fill - albeit this is low quality material for fill.

Disposal rate allowed is \$22/tonne, of which \$12/tonne is for disposal (it is also possible that this may be taken free), the remaining \$10/tonne covers loading, cartage and margins.

The additional disposal costs shown assume that in each track option 5,000m3 can be spread on site, and the balance is disposed off-site.

Sam Willoughby BMX Facility

June 2017 - Savings initiatives incorporated within current estimates

Location	Approximate Cost Saving Incorporated (Excluding GST)
A UCI RACE TRACK	
- Deletion of gantry structure over finish line (Estimate includes for footings only for future / bump in item)	15,000
- Transponder timing system (Estimate includes in-ground conduits only for future / bump in items)	20,000
- Canopy over staging area (future 'bump-in' item)	30,000
- CCTV System (Estimate includes for conduit infrastructure only)	25,000
- Dedicated warm-up track	15,000
- Commentators / Photography Platforms (Temporary items for major events)	
B UCI RACE TRACK PREPARATION EARTHWORKS DUE TO REACTIVE SOIL	
- Disposal of spoil off-site (costs vary depending on track option)	
C START RAMP INCLUDING ENCLOSED STORAGE UNDER	
- Habitable enclosure / amenities or staging office below ramps (Estimate includes for simple 'shed' type storage enclosure only)	360,000
D TRACK LIGHTING	
- 200 Lux LED Lighting (Current estimate allows for 100 lux metal halide lights)	160,000
E PUMP TRACK	
- Construction of asphalt sealed pump-track (Estimate allows for site preparation and supply of materials only - for construction by Clubs)	95,000
F CARPARK	
- Construction of overflow carparking or temporary rubble hardstands for larger events (Estimate includes for 120 sealed carparks only)	250,000
G CLUBHOUSE	
- Covered connection / link area between building	100,000
- Canteen equipment (Estimate assumes clubs will relocate their existing equipment)	20,000
- Enclosed and serviced central link, higher level of servicing and provisions generally to clubhouse	240,000
H PUBLIC FACILITIES	
- Independent / stand-alone toilet facility	100,000
I SITE INFRASTRUCTURE	
- No savings incorporated	

Risk Description	Risk Owner	Risk Category	Risk Causes /Sources	Potential Consequences	Consequence Type	Current Controls in Place	CURRENT Level of Risk			Overall Control Effective-ness	Treat Risk? Yes/	Treatment Plan	Treatment Owner	FORECAST Level of Risk			Date Risk Raised	Rate Risk Reviewed
							Likeli-hood	Conse-quence	Risk Rating					Likeli-hood	Conse-quence	Risk Rating		
5m and 8m ramps - injury to inexperienced riders, injury to public	Manager City Activation and Project Manager	Public safety	- Public able to access the ramps when unattended - Inadequate training and supervision	- Injury Reputation risk to Council	People / OHS	1. Perimeter of UCI track fenced 2. Bottom of ramp is closed off (gates) 3. Clubs are responsible for training, supervising and monitoring riders 4. Management model with Clubs to define responsibilities and include insurances 5. BMX Events are organised and supervised, first aid present 6. Consider intruder detection if practicable	Possible	Severe	High	Requires Improvement	Yes	1. Monitor effectiveness of access control 2. Warning signs included in design and construction 3. Obtain advice on insurance and liability	Project Manager Manager City Property	Unlikely	Severe	High	30/07/2016	29/08/2017
Community dissatisfaction with Council spending significant additional funds (to what was originally budgeted & publicised) on specific sporting project	Council	Stakeholder relations	- Increased project costs due to soil conditions - Inaccurate cost estimate	Reputation risk for Council Reputation risk for Councillors	Reputation & Public Admin		Possible	Major	High	Requires Improvement	Yes	1. Seek Council approval of a Section 48 Report. 2. Continue local and Council-wide updates on the project. 3. Increased certainty of soil treatment and costs as design progresses.	General Manager City Development	Unlikely	Major	Medium	30/07/2016	29/08/2017
If the project scope and agreement are unable to be finalised with work commencing prior to March 2018 project funding is at risk of being withdrawn	Council	Stakeholder relations	- Changing political environment	Loss of Funding	Financial	1. Good relationship with current State members 2. Close working relationship with Office for Recreation and Sport	Possible	Severe	High	Requires Improvement	Yes	1. Comms to build relationships with potential candidates	Unit Manager Communications	Rare	Severe	Medium	29/08/2017	29/08/2017
Traffic generated by BMX facility, and any other new facilities, have an impact on the present form of Majors Road resulting in DPTI requiring changes to occur as part of the project	Manager City Activation	Financial sustainability	- New projects in an area without existing formal access off the road infrastructure - Budget for significant roadworks not included in project budget - Traffic impact not considered - Inadequate liaison with DPTI - Road upgrade carried out after facility is operational -	Budget increase Seek alternative funding, other budgets	Financial	1. Liaison with DPTI on requirements 2. Close liaison with Engineering and Finance 3. Obtain any funding shortfall 4. Traffic impact study to be included in design	Almost Certain	Moderate	High	Requires Improvement	Yes	1. Building relationship with DPTI to potentially share the cost 2. Create a separate budget under Roadworks 3. Design to be approved by DPTI 4. Road safety audit 5. Post construction monitoring	Manager Infrastructure Project Manager	Possible	Moderate	Medium	29/08/2017	29/08/2017
The effect of the swell-shrink and cracking of the highly expansive clays have a negative impact on the track surface and longevity	Manager City Activation	Environmental & natural resource management	- Not removing enough highly expansive clay soil, or insufficient other method of mitigating clay movements, to ensure track stability	Further costs after delivery	Financial	1. Geotechnical report 2. Geotechnical Consultants are part of Design Team	Possible	Major	High	Requires Improvement	Yes	1. Increased certainty of soil treatment as design progresses 2. Planned geotechnical monitoring and testing during construction to ensure sufficient clay removal/treatment	Project Manager	Unlikely	Major	Medium	29/08/2017	29/08/2017
The cost of the facility as designed exceeds the budget	Manager City Activation	Financial sustainability	- Insufficient budget - Conservative cost estimate - Highly expansive clay - Non-management of scope against budget	Budget increase	Financial	1. Third party review of scope, design and costs 2. Stage construction - future budgets 3. Project cost reviewed by Project Steering Group, and Project Control Group on a monthly basis 4. Cost monitored regularly during construction by independent Superintendent, Cost Consultant, Manager City Activation and Project Manager	Likely	Major	High	Requires Improvement	Yes	1. Review costs and projected cost against project forecast. 2. Actively manage contractor performance.	Manager City Activation	Unlikely	Major	Medium	30/07/2016	29/08/2017
Clubs not relocating to or taking up the sublease of the new site	Manager City Activation	Financial sustainability	- Facility does not meet the expectations of the Club - Clubs inability to pay lease and operational costs (which are yet to be determined) - Stakeholder relationship breakdown	Further costs after delivery	Financial	1. Use Stakeholder engagement controls 2. Use known benchmarks and available data for estimates of operational costs 3. Use known attendance figure data for estimates of revenue generation 4. Seek independent advice	Unlikely	Major	High	Requires Improvement	Yes	1. High level oversight and governance advice required	Manager City Property	Possible	Moderate	Medium	30/07/2016	29/08/2017
Project governance (including communication between and within funding parties) results in a final project agreement of a low budget project which will have a higher whole of life costs borne by the CoM	Manager City Activation	Stakeholder relations	- Political environment - Relationship breakdown	- Increase in maintenance costs - Additional works required	Financial	1. Council experienced in managing significant projects 2. Ensure decision makers are given all information and are made aware of risks	Possible	Major	High	Requires Improvement	Yes	1. High level oversight and governance advice required	Manager City Property	Unlikely	Major	Medium	29/08/2017	29/08/2017
Project delivery needs to be staged due to costs exceeding budget, with the cost of the subsequent staged items borne by CoM	Manager City Activation	Stakeholder relations	- Political environment - Relationship breakdown	Further costs after delivery	Financial	1. Deed recognises that all parties are to work together for additional funding 2. Recognised by funding partners that the facility is to be an activated venue, not only a UCI track	Possible	Major	High	Requires Improvement	Yes	1. Ensure formal agreement reached before construction of track proceeds	General Manager City Development Manager City Activation	Unlikely	Major	Medium	29/08/2017	29/08/2017
Operational and maintenance cost of the facility are borne by CoM	Manager City Activation	Stakeholder relations	- Political environment - Relationship breakdown	Further costs after delivery	Financial	1. Operational costs to be allocated in the management model 2. PSG recognises this as an issue 3. Financial capacity of the Clubs being assessed	Possible	Major	High	Requires Improvement	Yes	1. Ensure formal agreement reached before construction of track proceeds	General Manager City Development Manager City Activation	Unlikely	Major	Medium	29/08/2017	29/08/2017
Further costs to Council as the WHS responsibilities will be the Clubs, which are totally volunteer based	Manager City Property	Strategy	- Ineffective planning and contract	Further costs after delivery	Financial	1. Lease agreement with Clubs to specify responsibilities 2. Realistic consideration of Club's abilities	Possible	Major	High	Requires Improvement	Yes	1. Obtain legal advice	Manager City Property	Unlikely	Major	Medium	29/08/2017	29/08/2017
Facility location has a negative impact on the functionality of the MFS station opposite	Manager City Activation and Project Manager	Liability	- Traffic impact not considered - Inadequate liaison with MFS and DPTI	- Public safety, MFS is an essential service - Reputation risk to Council	Project Objectives	1. Liaise with MFS 2. Liaise with DPTI 3. Traffic impact study to be included in design	Possible	Major	High	Requires Improvement	Yes	1. Design review 2. Road safety audit 3. Post construction monitoring	Manager Infrastructure Project Manager	Unlikely	Major	Medium	30/07/2016	29/08/2017
Project scope & Funding conditions set by City of Onkaparinga are not met.	Manager City Activation and Project Manager	Liability	Happy Valley BMX Club does not agree to relocate to the new facility	Project does not proceed due to Onkaparinga not providing it's funding	Financial	1. Establish inter-council funding agreement or MOU 2. Close liaison with Happy Valley BMX Club and Onkaparinga	Unlikely	Moderate	Medium	Requires Improvement	Yes	1. Monitor with Clubs, BMX SA, City of Onkaparinga and ORS to ensure the funding conditions are satisfied.	General Manager City Development Project Manager	Unlikely	Moderate	Medium	30/07/2016	29/08/2017

Adverse impact to the environmental and to the surrounding area, including the biodiversity of the area	Manager City Activation and Project Manager	Environmental & natural resource management	- Not considered in the design - Inadequate drainage: siltation, erosion, runoff - Construction impact: noise, runoff, siltation	- Adverse impact on environment - Reputation risk for Council - Compliants from DEWNR, interest groups, residents	Environment	1. Geotechnical investigation completed 2. Investigate site history . 3. Consult closely with site owner DEWNR on their requirements	Unlikely	Moderate	Medium	Requires Improvement	Yes	1. Continue to monitor for potential issues.	Project Manager	Possible	Moderate	Medium	30/07/2016	29/08/2017
Commencing project without securing a lease arrangement with DEWNR	Manager Finance, Manager Strategy, Manager City Activation, Unit Manager Sport & Recreation and Project Manager	Legal & regulatory compliance	- Poor communication	- Reputational risk to Council - Delays to project	Project Timeframe	1. Liaise closely with DEWNR to agree lease arrangements 2. Ensure lease, or a licence, in place before construction commences	Rare	Major	Medium	Requires Improvement	Yes	1. Initial discussions with DEWNR identifies strategic alignment of project with DEWNR Objectives. 2. Continue to monitor and consult with DEWNR property staff to finalise leasearrangemnts.	Manager City Property Manager City Activation Project Manager	Rare	Major	Medium	30/07/2016	29/08/2017
Stormwater runoff has a negative impact on downstream land and properties	Manager City Activation and Project Manager	Environmental & natural resource management	- Ineffective design - Downstream infrastructure in disrepair	- Erosion, siltation, flooding - Repair costs - Complaints from DEWNR, interest groups, residents		1. Obtain DEWNR requirements 2. Designer to visit site 2. DEWNR to review each phase of design	Possible	Moderate	Medium	Requires Improvement	Yes	1. Final design review 2. Obtain DEWNR sign-off	Project Manager	Unlikely	Moderate	Medium	30/07/2016	29/08/2017
Site soil conditions lead to unexpected foundation and drainage costs.	Manager City Activation and Project Manager	Financial sustainability	- Localised changes in soils	- Geotechnical investigation carried out, included review of borehole logs going back over two decades - Full topographic survey carried out - Geotechnical Consultant is part of Design team	Financial	1. Geotechnical investigating and testing and site survey incorporated into design.. 2. Design has taken geotechnical conditions and gradients into account.	Unlikely	Major	Medium	Requires Improvement	Yes	1. Initial test completed and reactive soils identified. 2. Soil conditions will be monitored during construction to confirm design phase testing.	Project Manager	Unlikely	Major	Medium	30/07/2016	29/08/2017
Tendered prices exceed cost estimate	Project Manager / Cost Consultant / Marion Project Team	Financial sustainability	- Pre-tender estimate low - Current market conditions not taken into account in pre-tender estimate	- Delay to project - Reputation risk to Council	Financial	1. Cost Consultant engaged for cost estimating 2. Cost estimate updated regularly during design and prior to tender call. 3. Value Management workshops to ensure alignment of design with budget. 4. Cost estimate includes contingency. 5. Analysis of market to inform pricing applied, contingency and profit allowances in cost estimate.	Possible	Moderate	Medium	Requires Improvement	Yes	1. Negotiate with preferred tenderer. 2. Identify features/items that can be changed, delayed or removed.	Unit Manager Contracts Manager City Activation Project Manager	Possible	Moderate	Medium	30/07/2016	29/08/2017
Contractors fail to meet their contractual obligations resulting in significant delays and increased costs to City of Marion	Manager City Activation and Project Manager	Liability	- Lack of understanding or skills - Insufficient resources - Poor communication - Poor decision making - Other causes already listed as risks	- Reputation risk to Council - Delay to program - Increase in costs - Council involved in mediation, arbitration, legal action	Financial	1. Rigorous tender assessment, including market intelligence and referee reports 2. Project managed to Australian StandardConditions of Contract 3. Processes for variations, scope change to be rigidly adhered to 4. Overview by Superintendent - External Project Manager	Possible	Moderate	Medium	Requires Improvement	Yes	1. Include Special Conditions to cover any specific obligations not in standard conditions. 2. Create a checklist of Contractor's obligations to assist Superintendent and Marion in monitoring during construction. 3. Obtain legal advice	Unit Manager Contracts Manager City Activation Project Manager	Possible	Moderate	Medium	30/07/2016	29/08/2017
Facility does not meet the scope of the project and/or technical requirements of the intended use	Manager City Activation and Project Manager	Strategy	- Funding Deed states club, regional and national events, however the facility is named an International BMX Track, but this requirement is not embedded into the Deed - Effect of Funding Party and Stakeholder decision making processes on project timelines/milestones	- Facility does not meet the vision for growing the sport and developing elite riders - Facility does not attract the desired level of BMX events	Project Objectives	1. Site and track layout and structural design allows for future additions, allow adaptability of spaces, designate areas for brought in infrastructure for events. 2. Track itself to meet UCI requirements to host national and international events 3. PSG and PAG meetings to obtain consensus on the uses 4. Recognised from outset that events will require additional temporary infrastructure not included in the budget	Possible	Moderate	Medium	Requires Improvement	Yes	1. Monitor UCI requirements of the sport for any forecast changes. 2. Consult with interstate sites hosting UCI events 3. Liase closely with BMX SA and BMX A	Manager City Activation Project Manager	Unlikely	Moderate	Low	30/07/2016	29/08/2017
Ineffective stakeholder engagement leads to a negative relationships between Council and Stakeholders	Manager City Activation and Project Manager	Strategy	- Poor communication - Lack of understanding bout the sport and its requirements - Project does not cater for Club needs	Reputation risk for Council Facility does not meet stakeholder needs	Reputation & Public Admin	1 Communication and engagement strategy. 2. Project Steering Group (PSG) to include funding partners and land owner. 3. Project Advisory Group (PAG) to include site user groups (BMX Clubs), funding partners, land owner and stakeholders (BMX SA and BMX Australia). 4. Stakeholders actively engaged in developing business plan and forecast costs for maintenance and renewal costs.	Possible	Moderate	Medium	Requires Improvement	Yes	1. Review and update stakeholder engagement program 2. Actively resolve any issues as they occur	Project Manager	Possible	Minor	Low	30/07/2016	29/08/2017
Project scope & Funding conditions set by Office for Recreation and Sport are not met.	Manager City Activation and Project Manager	Liability	Timelines in Funding deed not being met due to Budget and effect of rainy season on the clays		Financial	1. Liaise closely with Office for Recreation and Sport 2. Keep the Minister informed through formal communications	Unlikely	Major	Medium	Requires Improvement	Yes	1. Monitor throughout design process 2. Keep funding partners fully informed of issues and work together to resolve them 3. Formal communication with the Minister	General Manager City Development Project Manager	Unlikely	Minor	Low	30/07/2016	29/08/2017

Changes to and increases in project scope after key phases leads to additional design and/or construction costs	Manager City Activation and Project Manager	Financial sustainability	- Changes or increases to requirements by Stakeholders - Scope creep - Latent conditions	- Financial - Extends timelines	Financial	1. Project Stakeholder Group (PSG) and Project Advisory Group (PAG) established to ensure design meets the needs of the sport, the stakeholders and potential site activities 2. Consultancy contracts define objectives and requirements. 3. Marion staff engagement throughout design process. 4. PSG and PAG kept updated on the form and function of the facility throughout design process. 5. Council to endorse design prior to construction 6. Regular updates of cost estimates and monitoring against budget.	Possible	Major	Medium	Requires Improvement	Yes	1. Continue reporting to Project Control Group 2. Links to communications strategy 3. Stakeholder engagement	Project Manager	Unlikely	Minor	Low	30/07/2016	29/08/2017
Functionality, features and quality required by City of Marion (including Strategic Targets), ORS and BMX stakeholders are not provided	Manager City Activation and Project Manager	Contracts & procurement	- Quality of the design - Poor communication with stakeholders - Lack of understanding of requirements - Contractor performance	- Reputation risk for Council - Financial - Reduced uptake at the facility	Project Objectives	1. Project procurement method separates design and construction. 2. Design carried out to 100% complete before work is tendered for construction. 3. Design Consultancy contract requires engagement with Marion staff and stakeholders to ascertain requirements. 4. Marion staff, funding partners and BMX stakeholders involved throughout the design process. 5. Risk, Value Management and Safety reviews carried out at key stages during design and construction 6. Liaison between Marion work areas built into project management	Possible	Moderate	Medium	Requires Improvement	Yes	1. Construction contract to contain hold points and inspection points 2. Develop framework for Superintendent responsibilities 3. Contractor performance actively managed. 4. Review against Strategic Targets	Project Manager	Unlikely	Moderate	Low	30/07/2016	29/08/2017
Unexpected asbestos or contamination discovered during construction leads to increased costs and delays	Manager City Activation and Project Manager	Financial sustainability	- Illegal dumping - Remnant from when site used as construction yard for Expressway Duplication	- WHS concerns - Delay to program - Cost increase	Financial	1. Checked asbestos register. 2. Observation during Geotechnical investigation. 3. Review of prior DPTI investigations 3. Laise with DEWNR for their records	Possible	Moderate	Medium	Requires Improvement	Yes	1. Monitoring during construction. 2. Mechanism in Construction Contract for dealing with contamination.	Project Manager	Unlikely	Moderate	Low	30/07/2016	29/08/2017
Unexpected buried services discovered during excavation leads to increased costs and delays.	Manager City Activation and Project Manager	Financial sustainability	- Abandoned services not on Service Authority drawings - Remnant from when site used as construction yard for Expressway duplication	- Delay to program - Cost increase	Financial	1. Dial B 4 U Dig at the outset. 2. Carry out service location during design process	Unlikely	Moderate	Medium	Requires Improvement	Yes	1. Contractor required to confirm location of existing services 2. Service locations monitoring during construction. 3. Mechanism in Construction Contract for dealing with latent (unexpected) conditions.	Project Manager	Unlikely	Moderate	Low	30/07/2016	29/08/2017
Long term financial plan and asset plan not updated as a result of this project	Manager Finance, Manager Strategy, Manager City Activation and Project Manager	Legal & regulatory compliance	- Poor communication	- Reputation risk for Council - Effect on other budgets in LTFF	Financial	Stakeholder engagement throughout project	Rare	Major	Medium	Requires Improvement	Yes	Incorporate into Project handover process.	Manager Finances Unit Manager Assets	Unlikely	Moderate	Low	30/07/2016	29/08/2017
Project is not adequately managed	Manager City Activation and Project Manager	Execution, delivery & process management	- Lack of skills - Staff changes - Consultant staff changes - Poor communication - Conflicting requirements not resolved	- Reputation risk for Council - Cost increase - Delay to program	Project Objectives	1. External Project Manager - Superintendent appointed for Construction related phases 2. Monthly review by Project Control Group 3. Regular Marion City Activation meetings with Lead Consultant. 4. Meetings with PAG and PSG	Rare	Severe	Medium	Requires Improvement	Yes	Regular reviews of project management controls and processes.	Project Manager	Unlikely	Moderate	Low	30/07/2016	29/08/2017
Whole of Life costing of materials and systems exceeds estimates	Manager Finance, Manager Strategy, Manager City Activation and Project Manager	Financial sustainability	- Insufficient data - Underestimated costs - Lack of understanding of BMX operations	- Increase in costs - Increase in liability to Council - Overwhelming of BMx Club resources	Financial	1. Benchmark against existing similar BMX facilities 2. Whole of life costs assessed. 3. Review at each design phase 4. Update asset management plans 5. Whole of life costs included in LTFF and other strategic planning documents	Possible	Moderate	Medium	Requires Improvement	Yes	Final designs with costings to whole of life to consider all aspects of project construction maintenance operation and renewal costs	Manager Finances	Possible	Moderate	Low	30/07/2016	29/08/2017
Lack of consideration of WHS, legal and system requirements during development may result in enforcement action from Safe Work SA and delays to achieving project milestones.	Manager City Activation and Project Manager	Legal & regulatory compliance	- Poor communication - Lack of knowledge	- Reputation risk to Council - Delay to program - Increase in costs - Legal action against Council	Project Timeframe	1. Included in Services Briefs in Consultancy Contracts and construction tender 2. Requires robust WHS methodologies and management commitment 3. Monthly monitoring of WHS performance by contractor 4. Liaise with staff regarding appropriate areas of expertise	Unlikely	Moderate	Medium	Requires Improvement	Yes	1. Contractual arrangements with contractors and consultants 2. Project management and monitoring. 3. Obligations in Construction Contracts.	Unit Manager Contracts Project Manager	Unlikely	Moderate	Low	30/07/2016	29/08/2017
Contractor becomes insolvent during construction.	Contracts Manager, Manager City Activation and Project Manager	Contracts & procurement	- Inadequate rigor and checks in tender assessment - Circumstances not divulged by Contractor at or after tender	- Delay to project - Increased costs - Effect on the Clubs - Effect on event hosting bids	Financial	1. Tender documents required tenderers to submit evidence of insurances and financial details 2. Marion's tender assessment processes include financial checks. 3. Tender assessment includes referee checks and interviews with tenderer. 4. Gather market intelligence before, during and after tender process.	Unlikely	Moderate	Medium	Requires Improvement	Yes	1. Use of DPTI prequalified contractors. 2. Maintain an awareness of industry conditions and information. 3. Monitor insurance expiry dates and obtain updated insurance certificates from Contractor before expiry.	Unit Manager Contracts Manager City Activation Project Manager	Unlikely	Moderate	Low	30/07/2016	29/08/2017

Unplanned and unexpected delays in construction leads to delayed completion date and commencement of operations	Manager City Activation and Project Manager	Execution, delivery & process management	<ul style="list-style-type: none"> - Design changes - Design errors - Latent conditions - Construction errors - Delays due to weather - Industrial action - Other causes already listed as Risks 	<ul style="list-style-type: none"> - Delay to project - Increased costs - Effect on the Clubs - Effect on event hosting bids 	Business Continuity	1. Identify potential causes of delay during design phases and institute mitigation strategies. 2. Draw up a realistic construction program. 3. Construction contract has mechanism for dealing with delays.	Possible	Moderate	Medium	Requires Improvement	Yes	1. Monitor during construction and communicate with Marion stakeholders. 2. Ascertain if particular delay is a Marion or Contractor risk. 3. Authorise additional resources if necessary after cost/benefit analysis. 4. Contract management during construction.	Manager City Activation Project Manager	Possible	Minor	Low	30/07/2016	29/08/2017
Construction activities leads to increased dust, noise and potential contamination of water ways leading to community reaction and EPA intervention	Manager City Activation and Project Manager	Environmental & natural resource management	<ul style="list-style-type: none"> - Poor construction practices - Unexpected or extreme weather conditions 	<ul style="list-style-type: none"> - Reputation risk to Council - Delay to program - Increase in costs - Council involved in legal action 	Environment	1. Include requirements in Construction Specifications 2. Tender process to require robust methodology and contractors commitment to environmental performance and management.	Unlikely	Minor	Medium	Requires Improvement	Yes	1. Include in contractual obligations. 2. Monitoring by Superintendent. 3. Monitor insurance expiry dates and obtain updated insurance certificates from Contractor before expiry.	Project Manager	Possible	Minor	Low	30/07/2016	29/08/2017
Breach of contractual terms / conditions / obligations by City of Marion leads to contractual liabilities	Manager City Activation and Project Manager	Liability	<ul style="list-style-type: none"> - Lack of understanding or skills - Poor communication - Poor decision making 	<ul style="list-style-type: none"> - Reputation risk to Council - Delay to program - Increase in costs - Council involved in mediation, arbitration, legal action 	Financial	1. Project managed to Australian Standard Conditions of Contract 2. Processes for variations, scope change to be rigidly adhered to 3. Overview by External Project Manager - Superintendent	Rare	Moderate	Medium	Requires Improvement	Yes	1. Ensure staff have knowledge and skills 2. Problems to be raised straight away and escalated if not resolved 2. Ensure regular project group and Project Control Group meetings. 4. Obtain legal advice	Manager City Activation Project Manager	Unlikely	Minor	Low	30/07/2016	29/08/2017
Lack of compliance with relevant legal and regulatory requirements, e.g. EPA compliance, Aboriginal Heritage	Manager City Activation and Project Manager	Legal & regulatory compliance	<ul style="list-style-type: none"> - Poor construction practices - Insufficient care - Unexpected or extreme weather conditions 	<ul style="list-style-type: none"> - Reputation risk to Council - Delay to program - Increase in costs - Council involved in legal action 	Project Timeframe	1. EPA and Aboriginal Heritage obligations included in Conditions of Contract and Construction Specifications. 2. Tender process requires methodology and commitment to EPA compliance	Possible	Moderate	Medium	Requires Improvement	Yes	1. Contractual arrangements with contractors and consultants. 2. Project management and monitoring. 3. Heritage investigations.	Project Manager	Unlikely	Moderate	Low	30/07/2016	29/08/2017
Facility use is limited to certain users, not an activated public venue	Manager City Activation and Project Manager	Stakeholder relations	<ul style="list-style-type: none"> - UCI track has controlled use only - Insufficient public facilities, eg pump track, freestyle track 	<ul style="list-style-type: none"> - Public reaction - Facility does not attract beginners 	Reputation & Public Admin	1. UCI track and start hills is to be fenced - not public. 2. Consider current or future public facilities that complement the secured facility, subject to budget 3. DEWNR mountain bike trails will augment public use	Possible	Minor	Medium	Requires Improvement	Yes	1. Include pump track if budget allows 2. Plan for soonest future public use tracks	Manager City Activation	Unlikely	Minor	Low	30/07/2016	29/08/2017



CITY OF MARION
BMX UCI TRACK FACILITY
Section 48 Attachment 9 – Project Management Plan



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PROJECT DETAILS

Objectives

Council resolved on 23 August 2016 to enter into the amended Funding Deed with the Minister of Recreation and Sport. The purpose of the funding is to enable the development of a regional level UCI standard BMX facility on the part of the O'Halloran Hill Recreation Park to the west of the Southern Expressway and north of Majors Road. The recreation park is owned by the Department of Environment, Water and Natural Resources (DEWNR).

The purpose of the project is to provide a joint facility for The Cove BMX Club and the Happy Valley BMX Club, currently located elsewhere within the City of Marion and the City of Onkaparinga respectively, and other regional users. The facility is to have the capacity to attract and host national and international events, facilitate the development of the sport in South Australia and be a training venue for elite riders.

The schedule to the funding deed states that construction is to commence no later than 1 July 2016 and be completed by 31 December 2016.

It was recognised that the budget of \$3.5million would be challenging, even more so as the site consists of highly expansive clays and does not have any existing infrastructure. Consequently scope and cost management became a key objective. The Funding Deed states that should the costs exceed the \$3.5million budget, then the funding partners will jointly endeavor to obtain additional funding.

It was recognized by all parties from the outset that national and international events will require additional infrastructure beyond the scope of the budget, and these would be brought in as required and funded by other means at that those times.

Critical Success Factors

A number of critical success factors have been identified for the project:

- Budget to be sufficient to deliver the project
- Marion obtaining a long term lease over the land from DEWNR
- Obtaining Development Approval for the project (Planning Approval and Building Consent)
- UCI track to suit the broad range of usage, from club use to international events
- Rideability and integrity of the track – highly expansive clays
- Treatment of expansive clays and stormwater drainage
- Development and approval of a management model for the facility
- Receipt of City of Onkaparinga funding
- Creation of a venue – for riders and the public
- Co-operation with and between BMX stakeholder groups
- Co-operation between the two Councils
- Co-operation with ORS and DEWNR
- Public safety
- Resource availability
- Open, two-way communication
- Management of scope, budget and time frames

- Teamwork
- Accountability
- Recognition of contributions

Risks

The Risk Register is presented in Attachment 8 to the Section 48 Report

The key risks include:

- The budget is insufficient to deliver the facility at the nominated location, and the funding from the Minister for Recreation and Sport is insufficient for the construction of the UCI standard BMX track.
- The treatments to mitigate the effect of the swell-shrink and cracking of the highly expansive clays are insufficient, resulting in a negative impact on the track surface and longevity.
- DPTI requirements for changes to the present form of Majors Road are outside of the project budget.

Project Scope and Deliverables

The project deliverables consist of the following:

UCI track and associated infrastructure

- Site master planning
- Relationship between soils, track, ramps, spectator viewing, stormwater
- UCI track
- 5m and 8m high starting ramps
- Starting gates
- Timing system
- Track lighting Staging areas
- Loudspeaker facilities
- Staging area
- Safety fencing to UCI track
- Toilets for club and public use
- Access off Majors Road
- Services – electrical, water, wastewater, communications
- Stormwater disposal
- Associated track elements
- Carparking
- Pedestrian and bicycle movements
- Spectator areas
- Multipurpose building to cater for timing - computer room, nominations room, first aid room, club rooms, events rooms, toilets, kitchen – canteen, storage, club memorabilia
- Equipment storage
- Allow space for brought-in infrastructure for events

- Allow space for food vendors at events
- Allow space for overflow carparking for events
- Allow space for potential future commercial structures, eg pro shop

Facility Management

- Management Model
- Leasing arrangements

Additional amenities to foster community use and involvement

- Pump track – entry level into the sport and public recreation
- Freestyle track – allocate an area only
- Liaison with DEWNR regarding a mountain bike trailhead at the site
- Public toilets
- Public facilities – seating, barbeques, shade structures, water points

Project Schedule and Milestones

The Funding Deed was executed by the Mayor and CEO of the City of Marion following Council's resolution of 23 August 2016 to enter into the Deed.

The schedule to the Deed states that construction is to commence no later than 1 July 2016 and be completed by 31 December 2016.

Major milestones and deliverables and estimated milestone dates are outlined in the table below.

The milestones shown have not been met due to the large difference between the Concept Design cost estimate and the budget. The project schedule will be re-assessed once a funding solution has been agreed and formalised.

Milestone No.	Milestone	Deliverable	Milestone Date
1.	Council approves Funding Deed	Deed signed and funding from ORS received	August 2016
2.	Geotechnical investigation	Call tenders, award, carry out investigation, receive report	October 2016
3.	Contract Design and Cost Consultancies	Call tenders, assess and award contracts. Executed contracts	Jan - Feb 2017
4.	Concept Design	Concept design and cost estimate. Stakeholder and Council approval	Feb – March 2017
5.	Design Development and Planning Consent	Developed design and cost estimate. Stakeholder and Council approval	March – May 2017
6.	Management model completed	Executed management agreement	June 2017

Milestone No.	Milestone	Deliverable	Milestone Date
7.	Leasing arrangements completed	Executed leasing agreement	June 2017
8.	Detailed design documentation and Building Consent	Detailed drawings and specifications and pre-tender cost estimate. Council approval to call construction tender. City of Onkaparinga provides their funding to Marion	April – June 2017
9.	Commence construction	Council approval to award tender. Executed contract	Sept 2017
10.	Complete construction, practical completion	Practical Completion, occupancy of the facility	Feb 2018
11.	Final completion (end of defects liability period and one full year's operation)	Final completion, ongoing maintenance of the facility	Feb 2018 – Feb 2019

Budget Summary

The project budget is \$3.5 million, comprising of \$2million from the Minister (Office for Recreation and Sport (ORS)), \$750,000 from City of Onkaparinga and \$750,000 from City of Marion. The funding from the Minister is to be used for the construction of the UCI track in the first instance, with any surplus funding going towards the associated infrastructure.

The \$2million funding from the Minister has been received and is an interest bearing account; all interest must be allocated to the project.

The City of Onkaparinga funding will be provided once the Happy Valley BMX Club formally agrees to vacate its current site and relocate to the new facility.

The City of Marion funding has been allocated to the project, all expenditure to date has been from this funding.

PROJECT ORGANISATION

External and Internal Stakeholders

The key stakeholders, including internal, funding partners, BMX organisations, landowner, as well as within the wider community, are listed below.

- Minister for Recreation and Sport
- Office for Recreation and Sport
- DEWNR
- City of Onkaparinga
- BMX Australia
- BMX South Australia
- The Cove BMX Club
- Happy Valley BMX Club
- Marion Elected Members
- Marion Mayor
- Onkaparinga Mayor and Elected Members
- Internal Teams (Finance, Property, Open Space Planning, Strategy, Development Services, Engineering, Contracts, Economic Development, ICT)
- Internal Reference Group
- Public
- Ratepayers
- Other DEWNR lease holders
- Friends of O'Halloran Hill Recreation Park
- CFS O'Halloran Hill
- DPTI
- Service Authorities
- Consultants
- Contractors

The following two groups have been specifically established for the project, and to satisfy the requirements of the Funding Deed.

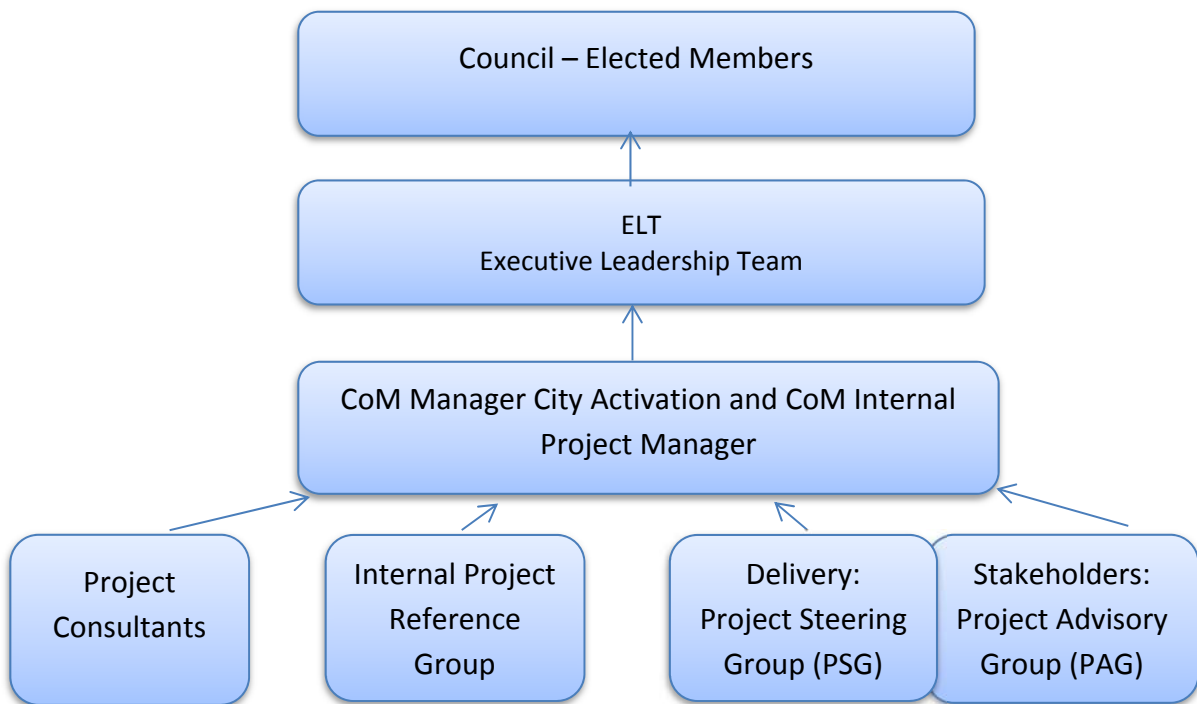
- The Project Advisory Group (PAG), comprising of representatives from key stakeholders, see Primary Roles and Responsibilities for details.
- The Project Steering Group (PSG), comprising of representatives from the funding partners and the land owner, see Primary Roles and Responsibilities for details.

The table below shows the various meetings between the various internal and external stakeholders.

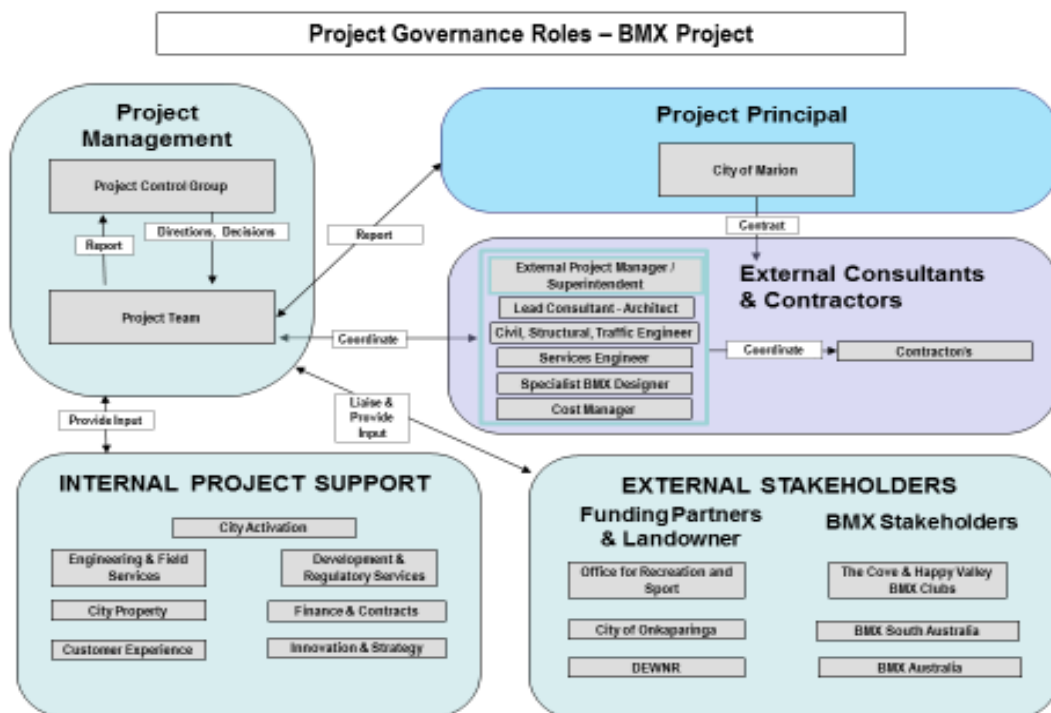
Stakeholder	Primary Relationship	Actions
Project Advisory Group (PAG)	Cr Janet Byram, Greg Salmon	<ul style="list-style-type: none"> Meeting every second month
Project Steering Group (PSG)	Greg Salmon	<ul style="list-style-type: none"> Monthly meeting
Members of Parliament (Federal and State)	Mayor Kris Hanna CEO Adrian Skull	<ul style="list-style-type: none"> Specific update meetings
Minister for Recreation and Sport	Mayor Kris Hanna CEO Adrian Skull	<ul style="list-style-type: none"> Specific meetings
Office of Recreation and Sport	Greg Salmon, Malcolm Eagles	<ul style="list-style-type: none"> PSG As required specific meetings Funding Deed Progress Reports
DEWNR	Greg Salmon, Malcolm Eagles	<ul style="list-style-type: none"> PSG As required specific meetings
City of Onkaparinga	Greg Salmon, Malcolm Eagles	<ul style="list-style-type: none"> PSG As required specific meetings
The Cove and Happy Valley BMX Clubs – new facility management model	James O’Hanlon	<ul style="list-style-type: none"> PAG As required specific meetings
DEWNR Leasing	James O’Hanlon	<ul style="list-style-type: none"> Specific leasing meetings PSG
Onkaparinga Mayor and Elected Members	Mayor Kris Hanna CEO Adrian Skull	<ul style="list-style-type: none"> Specific meetings
Marion Elected Members	Abby Dickson, Greg Salmon	<ul style="list-style-type: none"> Elected Member Forums Council Meetings
Marion Mayor	Abby Dickson, Greg Salmon	<ul style="list-style-type: none"> Project one on one update meetings
Marion Executive Leadership Team	Greg Salmon	<ul style="list-style-type: none"> PCG meetings As required specific meetings
External Projects Group	Malcolm Eagles	<ul style="list-style-type: none"> Weekly Design Meetings As required specific meetings
Marion Internal Project Team	Malcolm Eagles	<ul style="list-style-type: none"> Internal Project Meetings As required specific meetings

Project Structure

The City of Marion project structure, excluding Construction Superintendent and Contractors, is illustrated below.



The overall project governance structure, including Construction Superintendent and Contractors, is illustrated below.



Primary Roles and Responsibilities

Role	Person	Position	Description
Council	Elected Members	Council	<ul style="list-style-type: none"> Council will make final decisions for the project
ELT/PCG Executive Leadership Team/Project Control Group	Adrian Skull, Abby Dickson, Vincent Mifsud, Tony Lines	CEO & General Managers	<ul style="list-style-type: none"> Approves the business decisions for the Project in accordance with delegations from Council Resolves major issues Gives advice where required Ensures that what is being produced is in accordance with the desires of Council
PAG – Project Advisory Group	Cr Janet Byram Trevor Wigg, Garth Anesbury Cindy Tuffin, Dave Marsh Brent Barret, Cathy Rosa Darren Alomes Peter Stokes	Marion Elected Member – Chair The Cove BMX Club Happy Valley BMX Club BMX SA BMX Australia DEWNR – Project Officer Most PSG members (see below) attend PAG meetings	The broad function of the PAG is to: <ul style="list-style-type: none"> Collaborate to provide advice and input to review, monitor and guide the development of the UCI BMX Facility Represent and ensure the needs of each stakeholder organisation within the project are considered Provide advice on technical aspects of BMX track design, associated infrastructure, layout, events and expectations. Provide feedback to the Project Steering Group and project consultants Review the masterplan and the design at each design phase Approve the design at the end of each of the various design stages
PSG – Project Steering Group	Phil Freeman Brian Delaney Geoff Norris Larissa Jennings Kerri Villiers	ORS Manager Recreation & Sport Planning ORS Senior Project Officer Onkaparinga Team Leader Community Assets Onkaparinga Asset Planner - Recreation	The broad function of the PSG is to: <ul style="list-style-type: none"> Represent the interest of the State Government, City of Marion and City of Onkaparinga in the development, promotion and delivery of the project Develop the project scope, plan and methodology that will deliver the project on time and within budget. This includes acquiring resources and coordinating the efforts of stakeholder organisations and third-party contractors or consultants in order to deliver project according to plan. In

Role	Person	Position	Description
	Greg Salmon Malcolm Eagles Sean O'Brien James O'Hanlon	DEWNR Ranger in Charge Marion Manager City Activation Marion Project Officer Marion Project Officer Marion Unit Manager Sport & Recreation	<p>addition oversee project objectives, deliverables and quality control.</p> <ul style="list-style-type: none"> ▪ Monitor progress of the project against the project brief and where required resolve identified issues ▪ Recommends the business decisions for the Project for Council and State Government approval ▪ Where delegated by Council and State Government, approves the business decisions for the Project. ▪ Ensures that what is being produced is in accordance with the desires of Councils and State Government ▪ Gives direction / decision making in relation to major issues
Manager City Activation	Greg Salmon		<ul style="list-style-type: none"> ▪ Oversees the project
Internal Project Manager	Malcolm Eagles		<ul style="list-style-type: none"> ▪ Controls the day to day aspects of the project ▪ Tracks action items, time and budgets ▪ Generally first point of external contact for the project ▪ Manage Consultants/Contractors ▪ Liaises with stakeholders ▪ Leads the Project Team ▪ Review project management processes
Media Management	Craig Clarke	Unit Manager Communications	<ul style="list-style-type: none"> ▪ Communications with media ▪ Manage media strategy and respond to media enquires or issues
Project Consultants			<ul style="list-style-type: none"> ▪ Responsible for the deliverables within the scope of work / services brief ▪ Report to PM, PSG and then Council on the achievement of each key milestone. ▪ Seek approval from PSG, PAG and Council for overall design. ▪ Coordinate presentations to PAG and Council on project details, reports and designs ▪ The lead consultant will be responsible for: <ul style="list-style-type: none"> ▪ The integration, coordination and performance delivery of service of all consultants ▪ The design of the project within budget
Internal Reference Group		Manager City Activation Project Officers	<ul style="list-style-type: none"> ▪ Identifies the interaction between the project and Council's other goals, interests, works and services

Role	Person	Position	Description
		Manager Finance Manager City Property Unit Manager Open Space and Recreation Planning Manager Development and Regulatory Services Manager Engineering and Field Services Manager Innovation and Strategy	<ul style="list-style-type: none"> Ensures the deliverables of the project are achieved Assists in recommending the business decisions for the Project Ensures that what is being produced is in accordance with Council's vision, needs and requirements Collaborate to provide advice and input to review, monitor and guide the project management deliverables and outcomes

PROJECT MANAGEMENT

Project Scope

See Project Scope and Deliverables (under PROJECT DETAILS)

Project Cost Estimate

The estimated project cost based on the Concept Design cost estimate is presented in Attachment 3 to the Section 48 Report.

Project Team and Structure

See Project Organisation (under PROJECT DETAILS)

Project Procurement

The procurement methodology and details are shown in Attachment 10 to the Section 48 Report

Subcontract Management

Subcontracts will be included in the scope of the following contracts.

- Design Consultancy
- Construction

In both cases subcontract management will be the responsibility of the Lead Consultant and Head Contractor respectively, subject to the relevant subcontract form corresponding to the head contract.

Project Reviews

Project reviews will occur at the following key points:

- Completion of Concept Design and cost estimate
- Completion of Design Development and cost estimate

- Completion of Documentation and pre-tender estimate
- Completion of construction tender assessment
- Practical Completion
- Final Completion, after 12 month defects liability period

Audit Controls

Project commitments are monitored through the Cost Managers regular monthly reports.

Project expenditures are monitored through Council's financial systems. Regular reports will be supplied to the Cost Manager to reconcile expenditure against project commitments.

PROJECT MONITORING AND CONTROL

Requirements, Management Process and Change Controls

Requirements are managed through the following;

- A Services Brief, informed in part by the BMX Workshop with BMX and funding partner stakeholders held on 12 November 2016, included in the Design Consultancy tender documentation.
- The design, layouts and cost estimate at the end of the Design Phases, namely: Concept Design; Design Development and Documentation, will be submitted for review and acceptance by the PAG and thereafter submitted for Council endorsement.
- Each Design Phase is to be accepted and endorsed before the following phase commences.
- Change management process for scope, time, cost and quality in place for the duration of the concept, design development and documentation phases
- Formal tender query and tender variation process in place during construction tender call period.
- With main contract in place changes are controlled through the standard Request for Information, Site Instruction and Variation Order processes for the contract.

Managing Project Scope and Schedule

Project scope and schedule are managed through regular internal project team meetings and project design team meetings. Once the main construction contract is awarded, there will be regular project construction meetings to review scope and schedule at with monthly progress reports will be reviewed and issues addressed.

Managing Project Budget

Project budget is managed through the following mechanisms

- Clear budget expectations set by Council.

- Fixed price contracts for the major procurements.
- Professional Indemnity Insurance and Public Liability Insurance obligations built into key procurements.
- Regular monthly reports on commitments by the Cost Manager.
- Regular reconciliation of expenditure against commitments.
- Escalation procedures build into design consultancy and construction contracts.
- Investigation and monitoring of latent conditions.
- Commitment to institution of value management reviews whenever significant budget issues become apparent.

Project Quality Controls

Project quality controls are built into the consultancy and construction contracts. Quality, work health and safety and environmental standards are built into the consultancy and construction contracts.

Project Communication Plan

A draft communications plan has been established and will be developed further once funding has been confirmed.

Project Performance Measures

The key project performance measures are the achievement of Practical Completion within time, cost and quality; the successful relocation of the two BMX Clubs; the opening and use of the facility.

Progressive performance measures are achievement of relevant City of Marion approvals, funding partner and landowner approvals, and statutory approvals.



CITY OF MARION
SWBMX UCI TRACK FACILITY
Section 48 – Attachment 10
Project Procurement Plan

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Introduction

Council resolved on 23 August 2016 to enter into the amended Funding Deed with the Minister of Recreation and Sport. The purpose of the funding is to enable the development of a regional level UCI standard BMX facility on the part of the O'Halloran Hill Recreation Park to the west of the Southern Expressway and north of Majors Road. The recreation park is owned by the Department of Environment, Water and Natural Resources (DEWNR).

The purpose of the project is to provide a joint facility for The Cove BMX Club and the Happy Valley BMX Club, currently located elsewhere within the City of Marion and the City of Onkaparinga respectively, and other regional users. The facility is to have the capacity to attract and host national and international events, facilitate the development of the sport in South Australia and be a training venue for elite riders.

The project budget is \$3.5 million, comprising of \$2million from the Minister (Office of Recreation and Sport (ORS)), \$750,000 from City of Onkaparinga and \$750,000 from City of Marion. The funding from the Minister is to be used for the construction of the UCI track in the first instance, with any surplus funding going towards the associated infrastructure.

Procurement Principles

The City of Marion operates to its published Procurement and Contractor Management Policy endorsed by Council on 27 September 2016, reference GC270916R14.

Procurement of the various services and works for the BMX Project shall be carried out in accordance with the City of Marion's procurement policies and procedures as found on the City of Marion's intranet site.

The current documents include:

Procurement and Contractor Management Policy, version 1.0 dated 27 September 2016

Procurement Procedure, version 1.0, issued October 2016

Tender Evaluation Procedure, version 1.0, issued October 2016

Contractor Management Procedure, version 1.0, issued October 2016

Use of Purchase Order Procedure, version 1.0, issued October 2016

In the event that a funding agreement with an external party (eg State or Federal Government) includes special procurement conditions, these shall be followed and the Marion's procurement conditions adjusted appropriately for the particular project, in consultation with the Procurement Work Area.

Approach to Project Design and Construction

The City of Marion capabilities for the provision of the management, design and construction for the project have been considered and the project will require external design and construction services that are outside of the core business of Council and the experience and workload allocation of existing staff. It was decided that Marion's internal Project Officer will carry out the project management during the design procurement and design phases. Once appointed, the Design Consultant (as described later in this document) will carry out the external project management and coordination in close liaison with the Project Officer. It is envisaged that an external Project Manager / Superintendent will be procured for the construction tender, construction and defects liability stages of the project. The Marion Project Officer will be the contact with funding partners and BMX stakeholders throughout the project, and be the Marion contact for the Consultants and future Project Manager / Superintendent.

The project budget of \$3.5 million is relatively small in construction terms, and the construction scope other than for the shape of the UCI track itself is relatively straight forward. The clear challenge is the construction timeframe in the Deed, 1 July to 31 December 2017; this is the wet season and the soils at the site are known to be highly expansive clays that become boggy when wet. Early (pre-wet season) earthworks construction will be considered, but the design and approvals timeframes will make this challenging. Early earthworks without drainage works would be futile as undrained excavations would hold water due to the relatively impermeable nature of the clays, creating a large pond that will further adversely affect the soils.

The necessary as well as keen funding partners, landowner and BMX stakeholder participation, the acknowledgement that the BMX stakeholders have the knowledge and experience in what works and what hasn't worked, the desire to have a track that meets UCI standards, a track and facility that will be acceptable to the various BMX stakeholders, coupled with the relatively low cost and straight forward construction, indicates that the Traditional Method of procurement for the design and construction would be appropriate. In this method the design is carried out by Consultants contracted to the Principal (City of Marion) with design completed to 100% and fully documented. This is followed by the procurement of a contractor for a lump sum contract sum. The option of a Design and Construct (D&C) approach requires that the design is carried out by Consultants contracted to the Principal to a specified percentage completion. The project is then tendered as a D&C contract, ie a contract for the remainder of the design plus the construction. The successful tenderer, that would most likely be a construction contractor, is motivated inter-alia to deliver the remainder of the design and the construction within the contracted sum. As such the control over the remainder of the design is relinquished to a large degree. The Principal can still require changes to the scope, but the contractor has the right to request a variation for such changes.

The specialist construction of the track itself, mounding, shaping, riding needs to be carried out by an experienced specialist contractor. This specialist can be listed as a nominated subcontractor in the construction tender documentation, or perhaps engaged separately. The advantages, disadvantages and risks of how the specialist BMX contractor is engaged will need to be considered before a decision is made.

The key consideration and risk in the design, whether traditional or D&C, is the interface between the highly expansive clays, the stability and longevity of the track and the cost of mitigating the adverse effects of the clays (movements and cracking).

The project budget would require the allocation of consultancy and in particular construction contingency to provide for unforeseen costs.

The traditional method provides for full control over every aspect of the design, in both the design stages and in the construction implementation. The funding partners and BMX stakeholders would be closely involved throughout the design and would be part of the sign-off of the design and layouts.

Delivery risks for the traditional method 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.

Procurement Required and Market Approaches

Consultancy Services

Geotechnical Investigation: To verify soil types and provide design recommendations. Low value only requires quotes, but do a formal select tender process with Professional Services Conditions of Contract due to the importance of the findings and design recommendations on the success of the track. Select tender to maximum three well regarded Geotechnical Consultants in Adelaide. Scope of work to include subsequent investigations during the design period as required.

Land surveying: Detailed topographical survey to use in layouts and earthworks design. Low value only requires quotes, but do a formal select tender process with Professional Services Conditions of Contract of three DPTI accredited Survey Firms in Adelaide. Specification to be developed in consultation with Engineering Unit's Surveyor. In-house survey discounted due to timeframes and liability.

Design Consultancy: For master planning, civil, structural, traffic, architectural, landscaping services, excluding the design of the UCI track itself. Rather than procure separate consultants for the major disciplines, and due to the relatively low cost of the project, a lead consultant will be procured, who would nominate a team of sub-consultants for services not carried out by themselves. This would reduce administrative effort for Marion, create a team under the direct scope and financial control of the lead consultant, and is a standard method of procuring the professional design team. While the bulk of the construction costs will be in the civil engineering, an open tender will be called for the Design Consultancy, rather than a selected tender, to allow the market to decide the discipline of the lead consultant. It was anticipated that this might be an architectural firm, given the master planning and coordination skills required – traditionally more aligned to architects. If Marion were to use a select tender process, the onus would be on ourselves to determine who was capable of carrying out the design services. An Expression of Interest (EOI) followed by a select tender is not currently envisaged, but is possible depending on timeframes; the value and complexity of the services and the market conditions would need to be considered.

It is anticipated that few companies in Adelaide would have had experience in UCI facility layout and design, and Marion does not have particular experience in this either, hence the Scope of Services (Design Brief) will be developed with input from the BMX stakeholders to ensure the track and facility components can be clearly defined in the Scope of Services and not described in generalised terms. This in turn is expected to give tenderers focus and result in competitive pricing.

Tenders would be assessed by selected representatives from Marion, Onkaparinga and Office for Recreation and Sport.

Cost Consultant: Contract directly to the Principal, City of Marion, not part of the Design Consultancy team to ensure direct communication and control regarding costs and budgets. The envisaged value of the services allows a select tender procurement. Three reputable and Cost Consultancy firms known to City of Marion and ORS will be invited to tender.

Specialist BMX Designer: ORS and BMX stakeholders advised that Dirtz Trax N Trailz is the only Australian based company with experience in the design of UCI standard BMX tracks. Dirtz also constructs UCI tracks which require test riding and adjustment of the jumps and turns to suit as part of the construction acceptance process. A tender exemption request is to be completed and a single source procurement, using Professional Services Conditions of Contract, carried out. It is envisaged to contract the BMX Specialist Designer directly to City of Marion, rather than have them as a nominated sub-consultant to the Design Consultant, to ensure that their designs are followed. A recognised risk is that should time or quality issues arise, these will reside with City of Marion to resolve, and could impact on the Design Consultant's program.

Consultancy tenders will be called based on the following:

- Minimum 3 week tender period
- Tender document based on AS4915 General Conditions of Consultancy Agreement, or City of Marion Conditions of Contract for Professional Services
- Scope of Work / Services Brief
- Program
- Tender response schedules for inter-alia the Price Offer, Hourly Rates Offer, Corporate Capability, Personnel, Insurances and Certifications.

Construction Works

Procurement of the construction works can be either through the two stage process of an open call for expressions of interest (EOI) followed by a select tender process, or by the single stage process of an open tender call. It is likely that the full scope of construction works would be included, although the clubhouse could be procured separately as this could attract better pricing from small building contractors than from the civil contractors who are likely to tender for the otherwise predominantly civil related works. EOIs and Tenders would be assessed by selected representatives from Marion, Onkaparinga and Office for Recreation and Sport.

The specialist construction of the track itself, mounding, shaping, riding needs to be carried out by an experienced specialist contractor. This specialist can be listed as a nominated subcontractor in the construction tender documentation, or perhaps engaged separately. The advantages, disadvantages and risks of how the specialist BMX contractor is engaged will need to be considered beforehand.

The traditional method of project delivery described earlier is known as Fixed Lump Sum whereby the 100% completed drawings and specifications are included in the tender package. Tenderers submit a fixed price for the scope of works, only to be varied during the course of construction by client changes, documentation errors or omissions and latent conditions.

The BMX Clubs might supply various items, equipment and potentially structures for incorporation into the facility. The methodology for carrying this out will have to consider risk, quality, liability, etc.

Offset planting for vegetation destroyed by the construction will be required. This could be included in the construction contract or procured separately; community participation could be considered.

The procurement of supply and installation of furniture, fittings and equipment (FF&E) where not included in the construction tender, will be procured through normal Marion procedures for low value procurements.

EOI with Select Tender Process

The first stage is an open (or public) call for expressions of interest via the Tenders SA website, with the EOI documents available for download from that website. Access to the Tenders SA website requires free of charge registration. The EOI documents would include:

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

The EOI period would be around 3 to 4 weeks. Submissions are uploaded by prospective companies onto the website that is open, but private, until the specified closing date and time. Submissions are assessed against pre-determined criteria in order to establish a select tender field of a minimum of 3 companies. This allows the selection of companies based on capability and capacity, without any influence of price.

The second stage would be to issue the construction tender documents to the select tender field, usually via the Tenders SA website. The tender period would be minimum 4 weeks and tender documents will include:

- Tender conditions and form of contract, envisaged to be either Australian Standard General Conditions of Construction Contract, AS2124 or AS400
- Design drawings
- Design specifications
- Site information
- Key milestone dates
- Response schedules for price, component prices, contract clarifications, previous experience, key personnel, management systems, program, technical data submissions and alternatives

Submissions are uploaded by prospective companies onto the website that is open, but private, until the closing date. Submissions are assessed against pre-determined criteria in order to recommend a contractor to the tender board. Assessment would include the issuing of post-tender queries and interviewing of short-listed tenderers.

Open Tender Process

The single stage of an open (or public) tender is a call for tenders via the Tenders SA website, with the tender documents available for download from that website. The tender documents would include:

- Tender conditions and form of contract, envisaged to be either Australian Standard General Conditions of Construction Contract, AS2124 or AS400
- Design drawings
- Design specifications
- Site information
- Key milestone dates
- Response schedules for corporate details, financial history, previous experience, key personnel, corporate insurances, industry certifications, accreditations, corporate management systems, program, price, component prices, contract clarifications, technical data submissions and alternatives

The tender period would be minimum 4 weeks. Submissions are uploaded by prospective companies onto the website that is open, but private, until the closing date. Submissions are assessed against pre-determined criteria in order to recommend a contractor to the tender board. Assessment would include the issuing of post-tender queries and interviewing of short-listed tenderers.