

# Concept Report – Mitchell Park Sports and Community Centre

Client
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Attention
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# Background

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

Following a review of Council's sporting infrastructure asset portfolio, the need for an upgrade to The Mitchell Park facility was initially endorsed at the General Council meeting held 14<sup>th</sup> April 2014.

At the General Council Meeting on 8<sup>th</sup> December 2015, Council endorsed to proceed in developing the Sports and Community Centre concept design at Mitchell Park.

Studio Nine Architects were previously engaged to undertake a concept design for the site in 2016. The requirements for this facility are vastly different to the current proposed briefing requirements.

# Scope

The brief, as provided by City of Marion in Appendix consists of the following key elements: (the current approved brief is attached in Appendix A).

This facility is to address and provide the following key deliverables for the greater community:

- Enhance Mitchell Park Sports precinct with the creation of a multi- functional sports, community complex providing accessible facilities to a wide range of patrons, taking advantage of the site's existing established landscape.
- Develop an indoor multipurpose sports facility with two FIBA Level 2 courts which have the potential to attract state or regional level activities or major events.
- Review the existing open space areas to establish sport, recreation and dog club facilities which also consider the needs of all existing and proposed user groups, to ensure flexibility enabling a number of different groups and activities and cater broadly for the community
- and propose areas requiring to be addressed in order to meet stakeholder, user groups and public requirements.
- Provide an inclusive facility for the greater community and cater for the vast range of cultural, economic and other demographics in the surrounding area. A high focus on accessibility will likewise be incorporated throughout the facility to cater for both able and non-able-bodied patrons and age ranges.
- Provide a concept design solution including existing open space areas to establish sport, recreation and dog club facilities which also consider the needs of all existing user groups, potential user groups to ensure they have the potential to be used by a number of different groups and activities and cater broadly for the community.
- Integrate the design of the proposed building facilities into the broader planning and development of the site and its surrounds.
- Review the existing management structure with the intention of developing a sustainable sports and community club that will encourage shared core administration services and infrastructure and allow the clubs and community groups to lead, nurture and support the participation in activities.
- Develop a design brief that will provide quality facilities for the proposed development and consider materials which are sustainable, low maintenance, durable and support best practice ESD principles.
- Develop a project delivery plan outlining key milestones through to construction and identify the full cost of development for the Mitchell Park Sports and Community Centre and its surrounds for Council's further consideration and assessment for future stages of design and potential development. The construction concept will need to be robust, enduring and fit for purpose.
- The design for the new facilities will allow for other new potential activities and services so broader economic opportunities can be explored by council to ensure the facilities have the potential to be viable and sustainable.
- The concept designs will be for facilities that are environmentally responsible and resource-efficient through design, construction, operation, maintenance.

# Existing Site/Facilities

## Site

### Topography

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

The project site is part of an existing sports and recreation reserve located at Mitchell Park, under the jurisdiction of the City of Marion. It is bounded by Waterman Terrace to the north, Quick Road to the South, Bradley Grove to the east and Moreland Avenue to the west. An aerial image of the site is shown below.



Figure 1: Proposed development site and surrounding context.

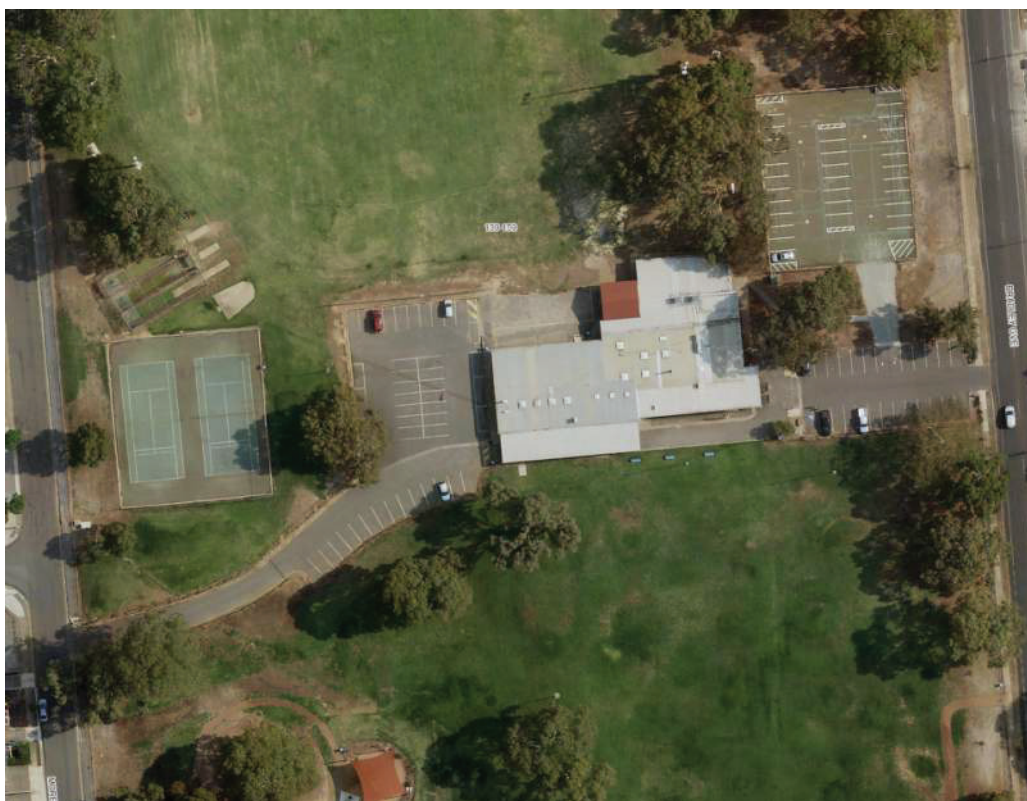


Figure 2 : . Subject area for proposed new Facility

The project site, with development area of approximately 12,700sq.m. is situated at the middle of the reserve. The area to be developed encompasses the existing building/clubrooms, east and west car parking, existing tennis courts, cricket playing field and open landscaped/greenspace.

Existing site levels generally fall from southeast to northwest. Survey data indicated that across the project site, the level difference (between east boundary to west boundary) is around 2.50m.

### **Easements, encumbrances**

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

There is an historic creek that passed across the site. This creek has long been gone and believed to have been replaced by 2x1800mm diameter underground concrete pipes. These existing pipes are now receiving the discharge from the site and are discharging to the wetlands on Oakland Roads. As part of the "Oakland Water" scheme, the water from the wetland is fed back to the site for irrigation purposes.

The stormwater runoff from building roofs and car park areas are conveyed by underground drainage pipes to the existing 1800mm diameter pipes. The tapping point is via an existing 375mm diameter concrete pipe. Details of the existing site underground drainage system is not yet available prior to the completion of this report. It is noted that the existing drainage system affected by the proposed development are to be removed. Any pipe realignment is to be confirmed during the detailed design.

### **Vegetation**

The site has abundant natural vegetation, including localized grassed mounds present on site as well as numerous significant and regulated trees

Adelaide Arb Consultants Report (included in Appendix J) indicates in total 8 regulated trees/ Council assets are proposed to be removed to facilitate the new works.

- Four (4) trees are deemed for removal irrespective of the redevelopment, due to their health (trees 10,18,22 and 30 nominated in the arborist report - see below trees in red in Figure 4).
- 1 Significant tree (tree 10)



- 2 x Council Assets (Tree 18, tree 30)
- 1 x Regulated tree (tree 22)
- 4 x regulated trees are proposed to be removed to enable the current proposed development (trees 15, 16, 17 and 25 – shown in blue in Figures 3 and 4 below). The arborist's report supports that these should be removed due to the impact of the new works on the TPZ.

Please note that the 4 designated for removal due to health will also be assessed by Council's arborist prior any removal.



Figure 3 : Trees to be removed for proposed new Facility

In addition to the above, 1 x non-regulated tree is proposed to be removed to allow for the redevelopment (shown teal in Figure 4)

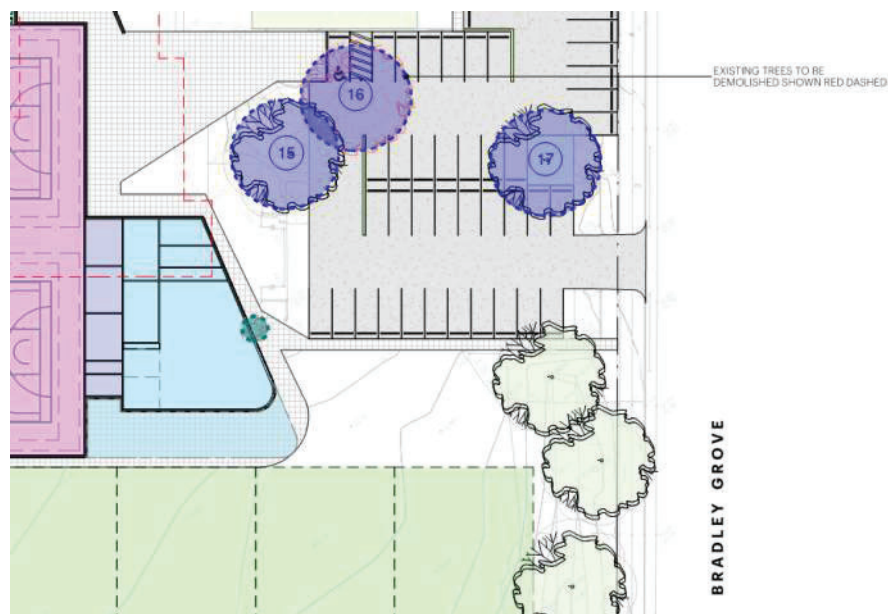


Figure 4 : Nonregulated tree shown in teal to be removed.

## Existing Buildings

The existing Club building located on the site is in the order of 1000m<sup>2</sup> and is well-valued by its users, however, does not comply with (not limited to) current building code, equitable access, and Work Health and Safety requirements. An upgrade of the existing facility to bring it in line with current standards, would be considerable and cost prohibitive.

Studio Nine Architects therefore strongly recommend the demolition of the existing building to allow for the new facility. (Refer Appendix B for existing drawings).

Throughout the consultation process, undertaken both recently and in a previous design concept phase, Studio Nine Architects met with the following stakeholders in a group forum:

- City of Marion
- Mitchell Park Football Club
- Mitchell Park Netball Club
- Mitchell Park Rugby Club
- Mitchell Park Cricket Club
- The Dover Gardens Dog and Kennel Club
- The Mitchell Park Neighbourhood Centre
- South Adelaide Basketball Club
- Basketball SA
- Marion Volleyball Club

Through the consultation process stakeholders advised the following:

- The facility is outdated and in poor repair
- The commercial kitchen is not adequate
- There is a lack of storage space
- There is a lack of office space
- Four indoor change rooms are preferred

## Siteworks

### **Traffic Management including car parking**

The Mitchell Park Sports and Community Club is bound by Waterman Terrace to the north, Bradley Grove to the east, Quick Road to the south and Moreland Avenue to the west. Waterman Terrace is a local road under the care and control of the City of Marion. Waterman Terrace comprises a 10.3m wide carriageway (approximate) with a single unmarked traffic lane in each direction. A 50km/h speed limit applies on Waterman Terrace. Pedestrians are serviced by sealed footpaths on both sides of Waterman Terrace. Cyclists are able to cycle on the footpaths with pedestrians or cycle on-street, sharing the road with motorists. Waterman Terrace forms part of the BikeDirect network.

Bradley Grove is a local road under the care and control of the City of Marion. Bradley Grove comprises a 11.8 m wide carriageway (approximate) with a single traffic lane and a bicycle lane in each direction. In addition, a 2.1m wide (approximate) parking lane is located on the eastern side of Bradley Grove. The part-time bike lane on the western side of Bradley Grove prohibits on-street parking between the hours of 7-9am and 3-6pm, Monday to Friday. In addition, parking on the western side of Bradley Grove is restricted by two bus stops and sections of yellow line marking (no stopping). A 50 km/h speed limit applies on Bradley Grove. Footpaths are provided on both sides of Bradley Grove, servicing pedestrians and cyclists. In addition, cyclists are able to cycle on-street within the part-time bicycle lanes (7-9am and 3-6pm, Monday-Friday). Bradley Grove forms part of the BikeDirect network.

Quick Road is a local road under the care and control of the City of Marion. Quick Road comprises a 9 m wide carriageway (approximate) with a single unmarked traffic lane each direction. Parking is prohibited with yellow line marking (no stopping) on the northern side of Quick Road. A 50 km/h speed limit applies on Bradley Grove. Pedestrians and cyclists are serviced by footpaths on both sides of Quick Road. Cyclists are also able to cycle on-street sharing the road with motorists.

Moreland Road is a local road under the care and control of the City of Marion. Moreland Road comprises a 7.9 m wide carriageway (approximate) with a single unmarked traffic lane each direction. Parking is prohibited with yellow line marking (no stopping) on the eastern side of Moreland Road. A 50 km/h speed limit applies on Moreland Road. A sealed footpath is

provided on the western side of Moreland Road. Cyclists are able to share the footpath with pedestrians or cycle on-street, sharing the road with motorists.

Directly adjacent the subject site, there are in the order of 51 on-street parking spaces along Waterman Terrace and Bradley Grove (on the kerbside directly adjacent the site). It is noted that the number of available on-street parking spaces significantly increases when both sides of the street adjacent the site and the surrounding road network are taken into account.

The site is currently serviced by two on-site parking areas, located on the eastern and western sides of the existing Sports Club. A 26-space car parking area (inclusive of two spaces reserved exclusively for use by people with disabilities) on the eastern side of the Sports Club is accessed via a 5.1m wide access point (approximate) on Bradley Grove. A 45-space parking area on the western side of the Sports club is accessed via a 5.8m wide access point (approximate) on Moreland Avenue. The two parking areas are joined by a sealed access road; however, this connection is closed for public use. All movements are permitted at both access points.

Servicing of the site (including deliveries and maintenance) currently occurs via the two parking areas. Refuse collection occurs via the eastern car park where the refuse vehicle enters and exits via Bradley Grove. Emergency vehicles are able to enter the site via both access points and manoeuvre within the parking areas.

## Existing Services

### Fire

The existing clubrooms are equipped with two fire hose reels, one inside the western entrance to the sports clubrooms and the other one inside the northern entrance to the dog clubrooms.

The fire hose reels are connected to the metered domestic water supply.

Portable fire extinguishers and fire blankets are installed throughout the building. Compliance of fire extinguishers and blankets was not assessed as the current proposal is for the building to be replaced.

The dog clubrooms have stand-alone smoke alarms.

### Electrical

A SA Power Networks transformer is located on the site, immediately east of the existing clubrooms, with underground high voltage cables entering the site from overhead lines in Bradley Grove. Underground low voltage cables run from the transformer back out to the overhead lines in Bradley Grove, so the transformer supplies residences along Bradley Grove and is not dedicated to the site.

Consumer's mains cables run underground from the transformer to a site main switchboard located outside the eastern wall of the clubrooms. The main switchboard contains three supplies, each with a separate retailer meter:

- 1 x 160A supply to "Club" (we understand this to mean the sports clubrooms and oval floodlighting);
- 1 x 100A supply to "Council" (we understand this to mean dog clubrooms and southern park floodlighting);
- 1 x 50A redundant timed ("J tariff") supply to an electric hot water system - now replaced with gas continuous flow hot water system.

We estimate maximum electrical demand at approximately 140A/phase for the clubrooms and 60A/phase for the oval floodlighting. The "customer demand" for the site is likely to be set by SA Power Networks at historical demand levels, or approximately 200A per phase by our estimation.

### Telecommunications

A 10 pair copper telephone cable installed in an underground 20mm diameter PVC conduit enters the site from a Telstra pit near the carpark entrance from Bradley Grove.

The telephone lines are terminated to the existing clubrooms via a network termination device. There is no evidence of a structured data cabling system with internet being supplied by stand-alone modem/router units connected directly to the phone lines.

### Sewer

Sewer discharge from the site is through a single 100mm sewer connection to the SA Water sewer in Moreland Avenue. The existing sewer pipework is located on the northern side of the existing building and falls in a westerly direction under the carpark, between the tennis courts and cricket nets and out to Moreland Avenue.

### **Stormwater/ Hydraulics**

Water supplies enter the site from multiple locations.

Two separate irrigation water supplies are provided from in-ground 50mm water meters installed in pits adjacent the property boundaries, one from a 100mm diameter water main in Bradley Grove and a 100mm diameter water main in Moreland Avenue. The outlet from each meter passes through an above-ground reduced pressure zone backflow protection device, or RPZD, installed in a steel enclosure. The outlets from the two supplies feed a common 90mm diameter HDPE irrigation ring main around the oval.

The irrigation system is also supplied from the City of Marion Aquifer Storage & Recovery (ASR) system through an 80mm filter/meter/control valve in parallel to the Moreland Road mains water connection.

A separate supply from the water main in Moreland Avenue enters the site through an in-ground 25mm water meter installed in a pit adjacent the property boundary, next to the irrigation water meter and ASR supply. The outlet from the 25mm meter passes through an above-ground RPZD, installed in a steel enclosure, to supply the clubrooms through a 25mm diameter copper pipe, separate to the irrigation system.

Our assessment is based on a plan of the irrigation system dated January 2014 made available by Council, and we assume the system was installed as documented soon after. On this basis, we assume the condition of the underground mains water reticulation is relatively new and in good condition.

### **Gas**

Natural gas is supplied to the site via a metered supply from a high-pressure gas main in Bradley Grove. The incoming gas main from the street passes through an above ground pressure regulator installed immediately inside the property boundary. From the regulator gas pipework reticulates at a lower pressure underground to the gas meter which is installed in a metal enclosure mounted externally on the buildings eastern wall.

Natural gas currently serves only the central hot water plant and radiant heaters.

## **Hazardous Materials and Conditions**

### **Hazardous Materials**

The following hazards have been identified:

- Residual termite treatments
- Soil contamination in fill (asbestos and hazardous materials in bitumen)
- Asbestos in existing Building
- Underground storage tanks

Aecom's findings specify that soils tested would not pose risk to human health or the environment if retained on site. Further to this, soils were found to be suitable for off-site landfill disposal as the chemical nature of the soils were within waste fill criteria.

It was however noted that no testing has been undertaken beneath the footprint of the existing clubrooms. It was recommended that this be tested upon demolition of the building to assess the potential presence of chemicals associated with termite treatment.

Refer to Appendix O for the Asbestos Materials Register and site contamination report for further detail.

### **Safety in Design**

A Preliminary Hazard Analysis will be undertaken (refer Appendix N)

Key issues which will be considered in the safety in design process include the following:

- Equitable access for a wide range of patrons and user groups



- WH&S requirements for user groups
- Significant/ regulated trees
- Soil contamination,
- Site constraints,
- Siting in a residential area/ community access,
- Traffic functions, operations and waste management in a residential environment
- Inclusion into the existing Council stormwater treatment system

## Heritage

Not applicable to existing building.

The site is likewise not located in a heritage conservation zone.

# Concept Proposal

## Site History

Mitchell Park was first subdivided in 1912 by Richard Mitchell after whom the suburb was named. According to "The Mail" of Saturday 21st of September, 1912, 41 allotments of Section 85 were sold in the north-western corner of Section 85 facing Nellie, Daisy, Richard and Thirza avenues, all streets which carried the names of four of his ten children. Later subdivisions of Section 85 further to the east included David, Walter and Percy Avenues which were also named after his children.

It was reported in The Register on the 5th October, 1912, when a further portion of 'this charming estate' was offered for sale, that prospective buyers 'were much impressed with the extensive views of the hills and surrounding country.' Other pleasing features were the proximity to the proposed Adelaide to Brighton Railway line, and that 'Happy Valley water was laid on to the property, the soil of which is of a character admirably adapted for lucerne, fruit trees, vines and vegetables.'

Mitchell's land holdings also extended to Section 84 (later to become Hamilton Secondary College) and Section 83, parts of which, together with John Wickham Daw's Section 61, were set aside for Soldier Settlement in 1921.

In the 1860s, Thomas Hardy established vineyards on Section 83 which became known as "Brookside". In 1865, Hardy employed John Western as manager and he remained until 1884, when he was succeeded by Arthur Quick.

"Brookside" became one of the biggest orchards in the district, producing large quantities of both table and wine grapes, as well as stone fruits and almonds. The property was transferred to Arthur Quick by Thomas Hardy in 1910. This complemented Quick's 30-acre property (Section 2085 on the western side of Marion Road) which he had purchased in 1889, and other parcels of land in the area. By 1922, Quick was the owner of 145 acres in the district. Quick's Lane (now extended to Bradley Grove and called Quick Road) first appeared in Gregory's Street Directory of 1949 and is the location of our site.

City of Marion Website – Marion Heritage Research Centre

## Design Philosophy and Objectives

This concept proposal has been developed in conjunction with The City of Marion and its end users. On completion, the project will deliver:

A multi-functional sport, dog club and community centre that is a regional recreation and sports hub that considers the needs of all existing user groups, potential user groups and will cater broadly for the community and sporting needs. The design of the facility needs to achieve efficiency of operations and economic viability through a mix in scale.

Options for an indoor two court multipurpose sports facility that have the potential to attract district level activities. This includes identifying the footprint, orientation, and major services requirements of the stadium within the context of the sports precinct.

A new community centre integrated into the complex to replace the Mitchell Park Neighbourhood Centre.

The concept takes inspiration from the history of the site and that the fact that the site had previously been an orchard.

## Functional Design Brief

### **Establish a general design statement which will guide the design process**

Mitchell Park Sports and Community Centre redevelopment will aim to maximize activation of the site through a mixture of diverse sports and community programming. First and foremost, the facility needs to be inviting for all members of the community, the existing MPSSC and new users.

### **That the design supports a single whole of site management structure**

The design supports a single whole of site management structure through:

- Shared reception between sports club, neighbourhood centre and kiosk
- Central Administration Office
- Shared function spaces

#### **That the design minimise the duplication of facilities and functions**

Studio Nine Architects working in conjunction with the City of Marion have developed a design that minimises duplication of through programming of spaces and use of operable walls to create multi-use spaces. One example of this is the dual use of the function area's which can be utilised on the weekends as a function space for up to 270 people but during the week can be divided into 2 separate spaces that can hold sports club committee meetings etc.

The design minimise the duplication of facilities and function through:

- Shared flexible function spaces with pre-function space
- Integrated shared memorabilia areas
- Shared bar area which can host multiple events in parallel
- Shared Administration Office for clubs and centre manager
- Shared meeting rooms
- Shared drink stores
- Shared massage rooms and ice baths to external change rooms
- Flexible Group Fitness space

#### **Describe how the facility should blend in with the neighbourhood**

To the east the Mitchell Park Sports and Community Club faces Bradley Grove with a car park for 65 between the proposed facility and Bradley Grove. The proposed car park will retain as many trees as possible to partly screen the facility. To the south and north the distance to residents and large existing trees will screen the facility.

The residents to the west will have a car park for 68 and two existing tennis courts will be demolished. The building was sited in its current location based on the clubs request and to minimise impact on adjacent residents and provide an equitable result for end users (ie no preference is given to any of the groups or clubs).

The facility will blend into the neighbourhood by:

- Deep setbacks
- Stepping building with single storey elements on edge of building and concentrating 2 storey bulk and court spaces in centre of the site
- Split carpark with planting
- Residential materials utilised to reference abutting residential area
- Maintaining the contours of the site
- Building now addresses Moreland Avenue and no longer the more arterial Bradley Grove

#### **Identify any special design characteristics required**

We have identified the following special design characteristics:

- FIBA Level 2 Courts (Timber Sprung Floor)
- Compliant Netball Heights and Run Offs (Dimensional Layout)
- Final line marking requirements to be advised (Basketball, Netball, Volleyball)

#### **Consider maintenance minimisation throughout the design process**

Studio Nine Architects will minimise maintenance to the facility through use of materials which do not require ongoing maintenance. Maintenance minimization will be considered through:

- Minimise painted surfaces external and at low level internal
- Use prefabricated products which don't require maintenance
- Use hard wearing surfaces

The proposed external materials include:

- Masonry

- Scyon Matrix Fibre Cement Sheet
- Colorbond Cladding
- Colorbond Roller Doors
- Glazing
- Steel Canopies
- Screening elements (final material TBC)

With the exception of the fibre cement sheet, the steel canopies and potentially the screening elements all external materials require no maintenance. Anti-graffiti coatings should be applied to three metres high to all facades.

The proposed internal finishes will include:

- Hard wearing porcelain floor and wall tiles
- Carpet tiles
- Laminates
- Plasterboard walls and ceilings
- Plywood cladding to Court Component

#### **Advise on life cycle costing requirements**

Life-cycle cost analysis is a tool to determine the most cost-effective option among different competing alternatives to purchase, own, operate, maintain and, finally, dispose of a building. Selections made on this project have been considered and are based on initial outlay, maintenance, longevity and aesthetic. The design team should specify materials which reduce the impacts for the whole of the building over its entire lifecycle.

#### **Outline Environmental initiatives**

We are investigating the following environmental initiatives:

- Passive design principles including natural light and ventilation providing a connection to nature and the surrounding environment
- Passive design to minimise solar gains in summer
- Use light colours to minimise heat island effect
- LED lighting with daylight and motion sensors
- Use zero ODP refrigerants and insulation
- Maximise PV arrays
- Minimise external light pollution
- Include water efficient fittings
- Connect to Oaklands Water recycled stormwater supply
- Select native planting to minimise irrigation
- All paints, sealants and adhesives to be low VOC

#### **Vision, Objectives and Goals**

The vision for Mitchell Park Sports and Community Centre is to develop an indoor two court multipurpose sports facility and community centre that has the potential to attract state or regional level activities with host show court events. The objectives of the project are to develop a design in consultation with stakeholders that meets the requirements of the existing and proposed user groups and then obtains approval from Council. The goals of the project are to have the new Mitchell Park Sports and Community Centre constructed for use by the community.



## Functional Relationships – Deliverable End User Modes

It is proposed that a number of areas have multiple user groups/ stakeholders utilise them to ensure that the facility's use is optimised during both peak and off-peak times. This layering of functions presents overall project efficiencies.

See below Figures for visual representations of various stakeholder groups.

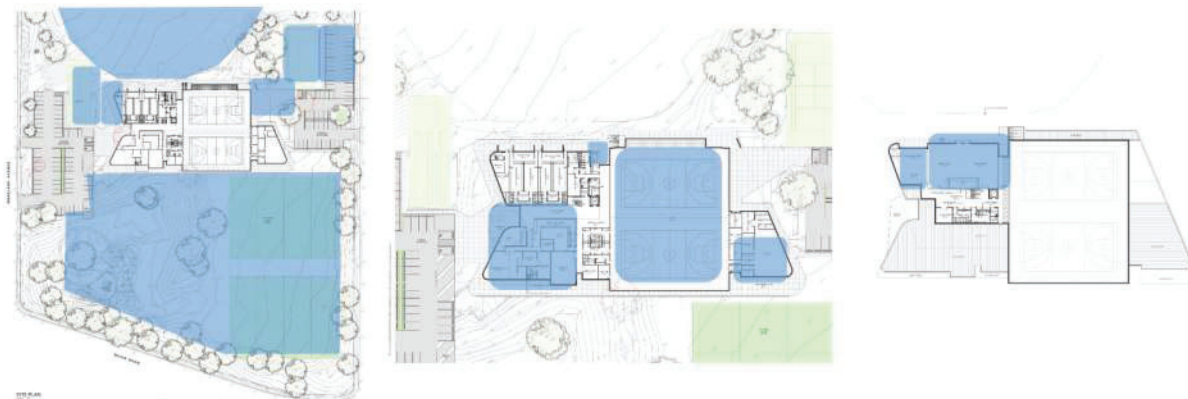


Figure 8 :Stakeholder Community/ Neighbourhood Centre accessed spaces

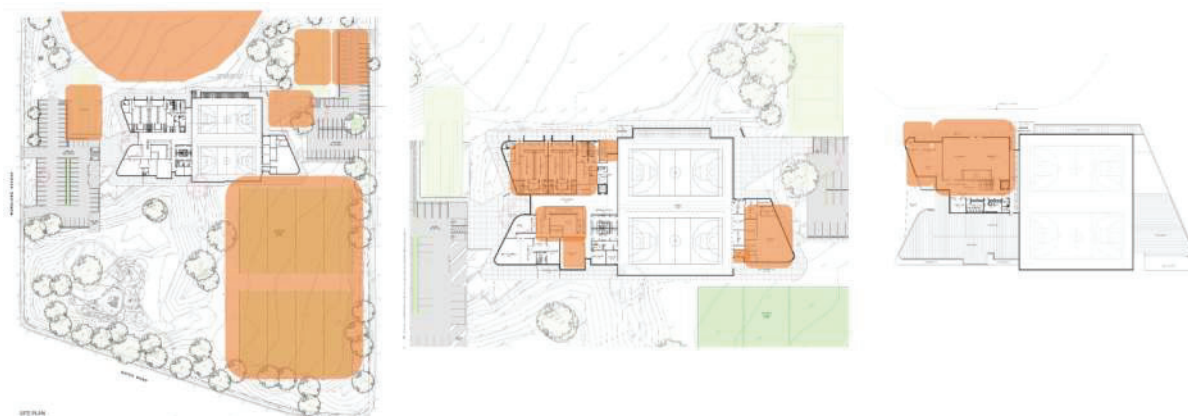


Figure 9 :External Sports accessed spaces

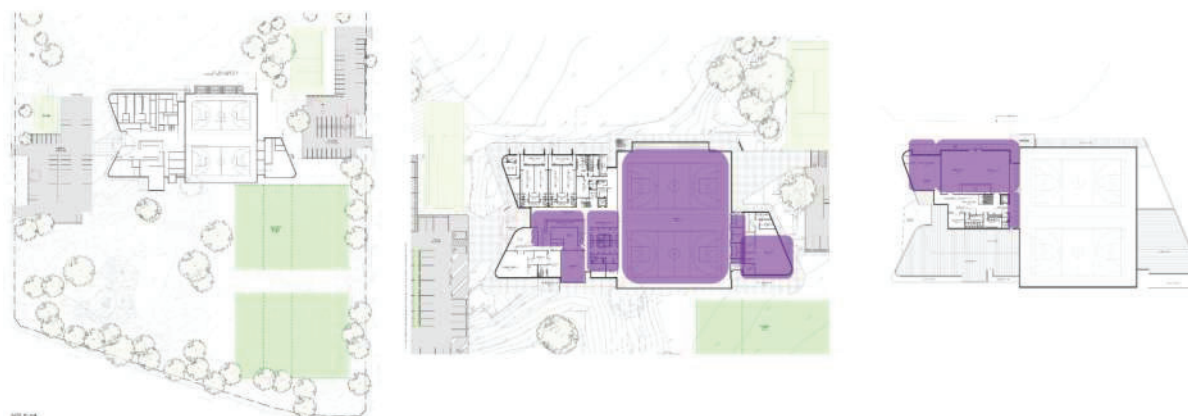


Figure 10 :Internal Sports accessed spaces

## Landscaping

The landscape design offers design solutions that will connect the proposed building and integrate it within the surrounding sporting facilities and park.

As shown on the Landscape Masterplan attached in Appendix C, these design solutions include:

- A welcoming Entry Plaza and carpark that are accessible and include terraced garden, bench seating, water sensitive urban design and entry statement planting.
- A multi-use outdoor space for the Neighbourhood Centre to meet, run activities and grow plants.
- A fenced outdoor area for the Neighbourhood Centre Playgroup.
- Facilities to support oval sporting teams and spectators including a sheltered canteen area, picnic tables and bench seats.
- An Urban Plaza multi-use paved space to host outdoor functions and markets. This area will have outdoor power and lighting.
- Water sensitive urban design (WSUD) will capture stormwater run off from the carparks.
- Feature trees and low maintenance entry statement gardens will highlight a visitor's arrival at the sports centre.
- Additional concrete paths will connect the building to the carparks and existing playground.

Existing Council asset/ regulated trees noted as viable within the arborist report will be maintained and appropriately protected during the works,

## Ecologically Sustainable Development (ESD)

ESD principles will be incorporated to reduce energy consumption and associated greenhouse gas emissions. A design solution has been developed incorporating feasible sustainable opportunities for energy efficiency as identified in the Government of South Australia's 'Energy Efficiency Action Plan, 2002' (Action 2.1 Construction and refurbishment of buildings), and with DPTI guide notes Ecologically Sustainable Development – Planning, Design and Delivery (G44) and Ecologically Sustainable Development – Sustainment of Existing Buildings (G45).

The Mitchell Park Sports Centre will be designed to exemplify best practice in sustainable and passive design, in particular focussing on low energy solutions, a healthy indoor environment for users and connectivity with the outdoors.

As the specialist ESD consultant, dsquared are responsible for ensuring that sustainability is fully integrated into the project design and communicating the ESD aspirations with the design team as the project progresses.

The following ESD principles are key to the successful delivery of this project:

- The project will contribute to City of Marion's energy efficiency and low carbon goals, as outlined in the City of Marion Energy Efficiency and Renewable Energy plan (2018).
- Passive design is a key component of the project delivery, to ensure a low energy facility that is also filled with natural daylight and is connected to the environment through views and openable areas.
- A particular focus has been placed on both indoor and outdoor comfort to ensure the facility can be used year round.
- There is a strong link between sustainable buildings and health/wellbeing. There is an ability to promote better community health and wellbeing through operational strategies that promote fitness, healthy eating, hydration and sustainable transport options for getting to/from the facility.
- Waste is managed through best practice procedures, to minimise waste and showcase responsible waste management for the community. The facility influences waste and recycling practices through compostable or recyclable containers for all food and beverages sold at the facility.
- Choice of materials with low embodied energy, low volatile organic compounds emissions and where possible sourced from local suppliers and manufacturers
- Re-use of water, water sensitive design.
- WSUD principles throughout the landscaping proposals

The Concept ESD and Waste Report is included in Appendix G.

## Services Engineering Solution

### **Fire**

The proposed development consists of a two-storey class 9b assembly building with an approximate floor area of 4,700m<sup>2</sup>. Fire services are proposed to comprise the following:

On-site fire booster and fire hydrant system in accordance with AS 2419 with a dedicated fire water connection to the SA Water street mains. Initial flow and pressure analysis of the SA Water street main in Moreland avenue indicates that adequate water supply is available however further analysis is being undertaken to confirm required supply demands can be met.

Fire hose reel system in accordance with AS 2441 connected to the fire hydrant system.

Portable fire extinguishers and fire blankets in accordance with AS 2444.

Smoke detection and occupant warning system in accordance with the BCA.

### **Electrical**

Electrical services are proposed to comprise the following:

#### Electrical distribution

Arranging with SA Power Networks (SAPN) and paying fees for disconnection of existing electrical supply, removal of existing transformer, installation of new transformer adjacent Bradley grove.

Installation of new transformer adjacent the Bradley Grove boundary.

Incoming consumer's mains cabling from the new transformer to a new site main switchboard (MSB) and metering cubical located within 10m of new transformer.

Electrical distribution and power outlets throughout the development.

Temporary reconnection of existing oval lighting power supply.

Power supply to temporary changerooms.

#### Lighting

All new lighting will be designed to meet light levels for the associated tasks relating to the area and zoned to allow for local control. Lighting will consist of LED and other high efficiency lights to reduce ongoing energy use and increase the life span of fittings.

Interior lighting will be connected to the security system so that when the building is unoccupied and the security system armed, all interior lights that may have been left on will be turned off.

External security lighting and carpark lighting will be on timers and daylight sensors to reduce operating times and energy use.

Emergency and exit lighting will be provided in accordance with the requirements of the National Construction Code and AS2293.1

#### Photo Voltaic

30kW Photo Voltaic (PV) system with inverters installed in weatherproof enclosures in the rooftop plant area.

Publicly viewable screen for readout of key PV metrics relating to energy efficiency.

### **Mechanical**

Mechanical services are proposed to comprise the following:

#### Air conditioning

Variable Refrigerant Flow (VRF) Heat Recovery air conditioning to main building community space, function areas, lobby and seated viewing areas. Condensing units installed in designated plant area or on roof.

Individual ducted or ceiling cassette type fan coil units proposed to serve each room or space.

Reverse cycle split system air conditioning to dog club main hall, kitchenette and office. Condensing units installed on ground around the perimeter of the building.

Each indoor fan coil unit which can be independently controlled from a local hard-wired control panel with central time programmable time clock.

#### Mechanical ventilation

Natural ventilation in accordance with the BCA is proposed for the stadium area with high volume low speed ceiling fans to provide air movement throughout the space.

Filtered outdoor air will be introduced mechanically throughout the building in accordance with the BCA.

Outdoor air introduced to spaces via reverse cycle split air conditioning or energy recovery ventilation units.

#### Exhaust

Ducted toilet exhaust systems with roof mounted fans are proposed with run on timers controlled by the lighting motion sensor control.

Commercial kitchen exhaust hoods with grease filters for first floor kitchen and ground floor canteen.

### **Hydraulics**

#### Hot Water

Hot water systems are proposed to consist of the following:

Central plant solar hot water system with natural gas boost and circulating loop to serve the main building.

Local natural gas fired instantaneous hot water system to dog club.

Warm water supply to basins and showers with local thermostatic mixing valves.

#### Sanitary Fixtures

Water efficient fixtures and fittings listed in the WaterMark Product Data base and WELS rating of 4 stars will be used.

#### Hydraulics – Sewer

New sanitary drains will be installed to suit the proposed building layout and waste requirements. It is expected that the redeveloped site will require a sewer connection larger than 100mm, meaning the existing connection to Moreland Avenue will require upgrading to a 150mm connection with all on site sewer pipework replaced. Alternatively, a 100mm sewer connection to both Bradley Grove and Moreland avenue may be a more suitable outcome and may allow re-use of the existing Moreland Avenue connection.

New fittings, inspection points, gullies, traps etc. will be installed to current standards and regulatory requirements.

Trade waste discharge from the first-floor kitchen and ground floor canteen area will be discharged through a nominal 5000 L capacity grease arrestor installed in accordance with SA Water trade waste guidelines. A trade waste approval and ongoing agreement with SA Water will be required.

#### Hydraulics – Water Supply

Water supply from the existing 25mm meter on Moreland Avenue to the existing building is not adequate and will require upgrade to a larger SA Water connection and meter.

New water distribution pipework will be installed to suit the new development from the new water meter to connection points throughout the site.

Water reticulation for non-potable use such as irrigation and toilet flushing are proposed to be connected to the existing City of Marion Aquifer Storage & Recovery (ASR) supply.



The existing incoming ARS meters supplying irrigation mains appear to be sized to meet the current irrigation flow. The overall percentage of the site being taken up by paving, hard-stand courts and buildings is expected to increase, therefore the overall irrigation demand should decrease.

#### Hydraulics – Gas Supply

We expect that there would be sufficient capacity in the high-pressure gas main in Bradley Grove for future developments, however the existing gas supply pipework within the site does not have sufficient capacity for future developments.

It is proposed that the new development utilise gas for hot water and cooking purposes which will result in an increase in gas usage from the current system.

The existing incoming supply would be upgraded in coordination with the gas supply authority with a new meter being installed, likely on the property boundary, with adequately sized pipework reticulation to suit the new development.

#### **Acoustic**

The conceptual recommendations have considered the internal acoustic design of the facility.

The acoustic design philosophy has centred on providing a combination of absorptive surface finishes in each space to provide low a reverberation time and good speech intelligibility.

Low reverberation times will also be supported by appropriate acoustic separation between spaces and by low noise levels from air conditioning systems. The design will accommodate an appropriate level of acoustic separation to suit spaces while also considering flexibility where required.

#### Design Criteria

The concept design has been developed with reference to the Australian/New Zealand Standard AS/NZS 2107:2016 “Acoustics – Recommended design sound levels and reverberation times for building interiors” for reverberation control and internal noise levels.

While there are no standardised requirements for acoustic separation between spaces in community centres, recommendations have been developed to provide an adequate level of acoustic separation between different areas.

#### Design Solutions

To satisfy the design criteria, conceptual recommendations have been developed for absorptive surface finishes, partition types and mechanical services.

A suite of reverberation control treatments have been developed which allow for flexibility in the choice of materials and their placement within an individual space to support the aesthetic and functional requirements of the space. Further development of the specific location of absorption within each space to address reverberation time and reflection control considerations will be refined through the detail design process.

A rationalised suite of partition types has also been developed to provide a cost-effective design solution. The partitions, walls and doors will be refined as the design progresses and the required connections and interactions between spaces is finalised.

General recommendations have been provided for the treatment of mechanical services noise, including air-conditioning and ventilation systems. A detailed assessment of the mechanical services will be made as the design and selection of the mechanical services equipment develops.

#### **Communications – IT, Audio visual**

Fixed line NBN optical fibre cables are available in Bradley Grove, but not currently connected to the site.

Communications services are proposed to comprise the following:

Disconnection and removal of redundant Telstra telephone lines.

New NBN connection with incoming single mode optical fiber cable and conduits running from a connection pit in Bradley Grove to a main telecommunications cupboard and NBN network connection point.

Main telecommunications cabinet, horizontal wiring and telecommunications outlets.

Public address system to stadium, stadium viewing areas and main building public areas.

An MATV system with backbone cabling, antenna and satellite dish for free to air and pay TV television.

New monitored security system with intruder alarm, access control, staff duress button and emergency call buttons to access toilets to alert reception staff in the event a patron requires assistance.

## Structural Engineering Solution

### Geotechnical

Triaxial have reviewed Aecom's geotechnical investigation report dated 29-2-16 and make the following comments.

- Boreholes 3,4,7 & 10 are the boreholes which best cover the building footprint.
- These boreholes have between 0.5m and 1.3m of fill (excluded the mound in BH3).

### Footing Design

Raft Slabs (Admin, Club Rooms & Change Rooms) – Option 01:

Rework top 600mm of fill and compact 200mm of soil below this (depending on the depth of fill in the area). The raft will then not require trench piers or thickened slabs.

Outcome:

- 110mm thick raft slab.
- 300 wide x 700 deep raft beams, not required to bear onto firm natural ground (bearing on controlled reworked material).
- Reworking of material required as per geotechnical recommendations.

Raft Slabs (Admin, Club Rooms & Change Rooms) – Option 02:

Leave the uncontrolled fill in place as is. This means you will require trench piers down into natural soils.

Outcome:

- 140mm thick raft slab with an additional layer of mesh.
- 300 wide x 700 deep raft beams with trench piers down to firm natural ground at all raft beam intersections.
- Leave uncontrolled fill as is.

\*this has been sized assuming a H1-D site in accordance with Aecom's investigation.

Slab on Ground (Gymnasia):

Rework fill material to achieve a prepared subgrade.

Outcome:

- Rework fill material to achieved a controlled fill.
- 150mm thick slab on ground.
- Columns to be supported by pads or piers engaging directly with natural soils.

### Superstructure Design Solution

Admin, Club Rooms & Change Rooms:

It is proposed that braced structural steel framing is adopted through these areas as indicated on Triaxial's preliminary design. In areas where an upper floor is present, a 130mm suspended bondek slab is proposed.

Gymnasia:

Triaxial have proposed a trussed portal frame for the gymnasia as per the preliminary design. Triaxial have optimised bay spacings to achieve an efficient and cost-effective design which will be optimised during the design development. Trusses will be suitable in allowing for any services within the gymnasia.

## Earthquake Upgrade

Not applicable.

## Civil

### Earthworks

The entire area to be developed is to be stripped to remove any deleterious/unsuitable materials. Top soil from stripping maybe stockpiled on site for future use. Other materials not suitable for re-use, should be removed from site and disposed to a licensed dumping facility.

The existing gravel material from car park, driveway and under building slab are to be evaluated by the Geotechnical engineer. This is to confirm suitability of site-won material for re-use, as pavement material or as structural fill.

It is confirmed in the geotechnical report that there is significant amount of fill present on site. There are several options mentioned for the site preparation needed to address the uncontrolled fill material.

For external pavement works, it is recommended to adopt Option 3. That is to remove and replace, at compacted layers, at least 600mm of the existing uncontrolled fill below subgrade level. Scarify, moisture conditioned and compact the top 200mm of exposed surface prior to replacing the fill material.

It should be noted that all site preparation works, placing and compaction should be under Level 1 Supervision.

All works within the tree protection zones are to be coordinated with the Arborist, to ensure that this will not damage the existing tree.

### Traffic Management

The proposal comprises the redevelopment of the Mitchell Park sports facilities. It is proposed that the site will be serviced by two at-grade parking areas containing a total of 133 parking spaces (65 parking spaces in the eastern car park and 68 parking spaces in the western car park). A total of three parking spaces will be provided within the two parking areas for exclusive use for people with disabilities. The eastern car park will be accessed via 2x two-way access points on Bradley Grove and the western car park will be accessed via 2x two-way access points on Moreland Avenue. All movements will be permitted at each of the access points.

Waste collection is proposed to occur via the western car park where a Medium Rigid Vehicle (MRV) will be able to enter and exit the site in a forward direction. Additional service and emergency service vehicles will be able to enter the site via the proposed access points and manoeuvre within the parking areas.

A drop-off zone within the western car park has been proposed to accommodate vehicles up to the size of a small community bus (i.e. a Toyota coaster). Larger buses will be accommodated by a proposed on-street bus zone to the north of the western car park. The proposed location results in no loss of on-street parking capacity due to the existing parking restrictions on Moreland Avenue ('No Stopping' yellow line marking).

The parking areas will comply with the requirements of the "Australian / New Zealand Standard for Parking Facilities – Part 1: Off-street Car Parking" (AS/NZS/2890.1:2004) and the "Australian / New Zealand Standard for Parking Facilities – Part 6: Off-street Parking for People with Disabilities" (AS/NZS/2890.6:2009) in that:

- regular parking spaces will be 2.5 m wide and 5.4 m long;
- disabled parking spaces will be 2.4 m wide and 5.4 m long (with an adjacent shared area of the same dimension);
- parking aisles will be at least 5.8 m wide;
- 1.0 m end-of-aisle extensions will be provided beyond the last parking spaces in a parking aisle;
- a turn-around bay will be provided in blind aisles greater than 6 parking spaces long; and
- 0.3 m clearance will be given to objects greater than 0.15 m in height.

It is anticipated that the peak parking demands of the site will occur on a weekend when simultaneous basketball and senior football games are held. In Cirqa's experience, it has been determined that a parking rate of 30 spaces per basketball court and 100-120 spaces per football oval (dependent on the team grades) are required for community sports facilities. Based upon the above rates, it is anticipated that the proposal would require in the order of 180 parking spaces for simultaneous basketball and senior football matches.

The peak parking demand will be satisfied by the 133 proposed on-site parking spaces and the 49 on-street parking spaces (on the kerbside directly adjacent the site). The 182 parking spaces (total) will accommodate the anticipated peak parking demand. It is also noted that the proposal will result in an additional 62 on-site parking spaces (in comparison to the existing provision within the site). As the site is currently serviced by the 71 on-site parking spaces, the additional 62 parking spaces will accommodate the proposed redevelopment of the sites existing facilities and the addition of the two basketball courts to the site.

It is anticipated that the site will generate in the order of 150-200 peak hour traffic movements. These movements will be distributed to/from the Bradley Grove and Moreland Avenue parking areas, as well as the on-street parking locations adjacent the site. Due to the multiple access routes to/from the nearby arterial roads, it is expected that the peak movements generated by the site will be easily accommodated by the sites multiple access points and the surrounding road network. In addition, the peak traffic movements generated by the site are likely to occur on a weekend, outside of the network peak.

### **Stormwater Capture – Council Requirements**

#### Stormwater Detention:

Provide sufficient stormwater detention onsite to limit the post development flows to the calculated flows using the following runoff coefficients:

- 5-year ARI Storm Event – Runoff coefficient of 0.65
- 100-year ARI Storm Event – Runoff coefficient of 0.85

#### Stormwater Quality:

Incorporate water sensitive urban design into the project to ensure that runoff from car parking and other trafficable areas are cleaned prior to discharging to existing Council's underground drainage pipes. Roof water is generally clean and can be connected directly into the existing drainage network without treatment.

#### Stormwater Retention:

Retention tanks for stormwater harvesting and on site re-use is not required since the site is part of "Oakland Water" scheme.

### **Stormwater Capture - Design Summary**

#### Proposed Finished Floor Level (FFL) and Site Levels:

The proposed FFL for the building is 31.80. It is the intention of the design to provide flatter grade transition between the proposed building and Mitchell Park Oval (north side of the building), hence a lower FFL is adopted.

To protect the door areas from runoff from uphill catchments, perimeter paths are graded away from the building line at a minimum cross fall of 1.0% and maximum cross fall of 2.5%. Longitudinal gradients for footpaths and car parking are kept below 5% while cross falls are set to 2.5% maximum, to enable DDA compliant access throughout the site.

Part of the Dog Ring area will need to be regraded to suit the proposed FFL. Retaining walls are also needed at some locations to minimize disturbance, especially near significant/regulated trees.

An overland flow path is also allowed for in the design, to ensure that major storm event runoff can pass through from the eastern side (higher side) to the western side (lower side) without damaging the proposed building.

### **Stormwater Management**

#### Stormwater Layout

There are two proposed discharge locations for the development. Separate discharge locations are proposed to avoid long pipe runs and/or nuisance due to open channel flowing through the dog rings and adjacent to the proposed building. These are:

- Eastern Outlet: This outlet will convey the treated runoff from the eastern carpark and majority of the roof water. It is proposed to retain and utilize the existing 375mm diameter concrete pipe as connection to the Council's main line. It is vital to evaluate the integrity and confirm the suitability of the existing pipe prior to commencement of work on site.



- Western Outlet: The western outlet is to be connected to the existing 1800mm diameter Council pipe via a new junction box or saddle connection. The western outlet will convey the treated runoff from the western carpark and part of roof area.

#### Pollution Control

Bioretention basins are proposed to capture stormwater pollutants from surface runoff prior to discharging to the Council system. The infiltration area/bioretention area for each basin is approximately 3.5% of the paved catchment area. This resulted to infiltration trench area of 61m<sup>2</sup> for the eastern basin and 70m<sup>2</sup> for the western basin. Perforated pipes/agri pipes are to be provided to collect treated rainwater. Each basin is to have an emergency overflow pit. The overflow pit is to be provided with proprietary pollutant sock or similar pollution control device. Basin depths are kept to less than 1.0m with maximum side slope of 1V:4H.

#### On-Site Detention

The proposed development will cover approximately 12,700 m<sup>2</sup> (including landscape regrading). Out of this catchment area, 77% is sealed surface while 23% is landscape/pervious area. Considering the time of concentration of 15 minutes, the following predevelopment flows are calculated using DRAINS and the runoff coefficients provided by Council.

- 5-year ARI Storm Event – 114 L/s
- 100-year ARI Storm Event – 353 L/s

The proposed layout will allow majority of the roof water to be discharged directly into the existing council system. The restricted discharge and detention requirement will be provided on surface runoff by means of the proposed basins. The total detention volume required to limit the post development flow to that of the computed maximum allowable discharge is 40 m<sup>3</sup>. This volume is critical for minor storm events since the runoff coefficient allowed for 100-yr ARI storm event is higher than the actual site coefficient.

Using DRAINS and allowing for the minimum detention volume required, the post development flows are:

- 5-year ARI Storm Event – 114 L/s
- 100-year ARI Storm Event – 344 L/s

#### **External Pavements:**

Rework top 600mm of fill below subgrade and compact 200mm of soil below this (depending on the depth of fill in the area) in preparation for pavement(s) as nominated below.

The car parking area is to have Asphaltic Concrete pavement that will be designed using the latest relevant Australian Standards, Austroads and with consideration to the findings of the geotechnical report. The recommended subgrade CBR to be adopted in the design is 3.0%. This value may change when actual subgrade CBR is obtained after site works.

It is also recommended to adopt permeable paving at pavement areas inside of tree protection zones.

## Storage

Should the project proceed, and the existing facility is demolished to make way for the new facility, storage of existing equipment will be required. There is some storage under the new scoreboard but significant space will be required. Should the grounds be used during the construction phase, temporary change rooms may need to be investigated on site also.

## Urban Design Impact

The proposed facility is in a predominantly residential area. There is also potential to link to facilities in the area including:

- Clovelly Park Primary School
- Hamilton Secondary College
- Flinders University
- TAFE
- Tonsley Park Development

## Proposed Art Initiative

Early involvement during the concept design phase has been proposed and executed in order to facilitate a considered and integrated approach throughout the design. Studio Nine were involved during the selection process and have embraced both artists and their design thinking.

The design team are investigating two options. The first being an integrated glazing/ façade treatment dependant and the second (dependant on grant funding) involving elements focussed on engaging patrons and users with the building and interior spaces themselves.



Figure 11 : Concept Design Entry with integrated art component shown RHS

## Staging

Staging the works, whilst achievable if required, would put considerable strain on the overall project budget, and require to minimise the overall delivered project size.

Studio Nine Architects strongly suggest that the works be undertaken in one Stage to mitigate this risk item.

Storage facilities could be maintained on site, along with temporary public amenities to cater for patrons utilising the open green space and playground facilities not being impacted by the proposed construction works.

Likewise, sports clubs could utilise the oval if required, however no temporary change room facilities are currently proposed to be provided as part of the works.



# **MITCHELL PARK SPORTS AND COMMUNITY CENTRE**

## **TRAFFIC AND PARKING REPORT**



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## **1. INTRODUCTION**

CIRQA has been engaged to provide design and assessment advice for the redevelopment of the Mitchell Park Sports and Community Centre. Specifically, CIRQA has provided advice in respect to the traffic and parking aspects of the proposal.

This report provides a review of the subject site, the proposed development, its access and parking provisions and the associated traffic impact on the adjacent road network.

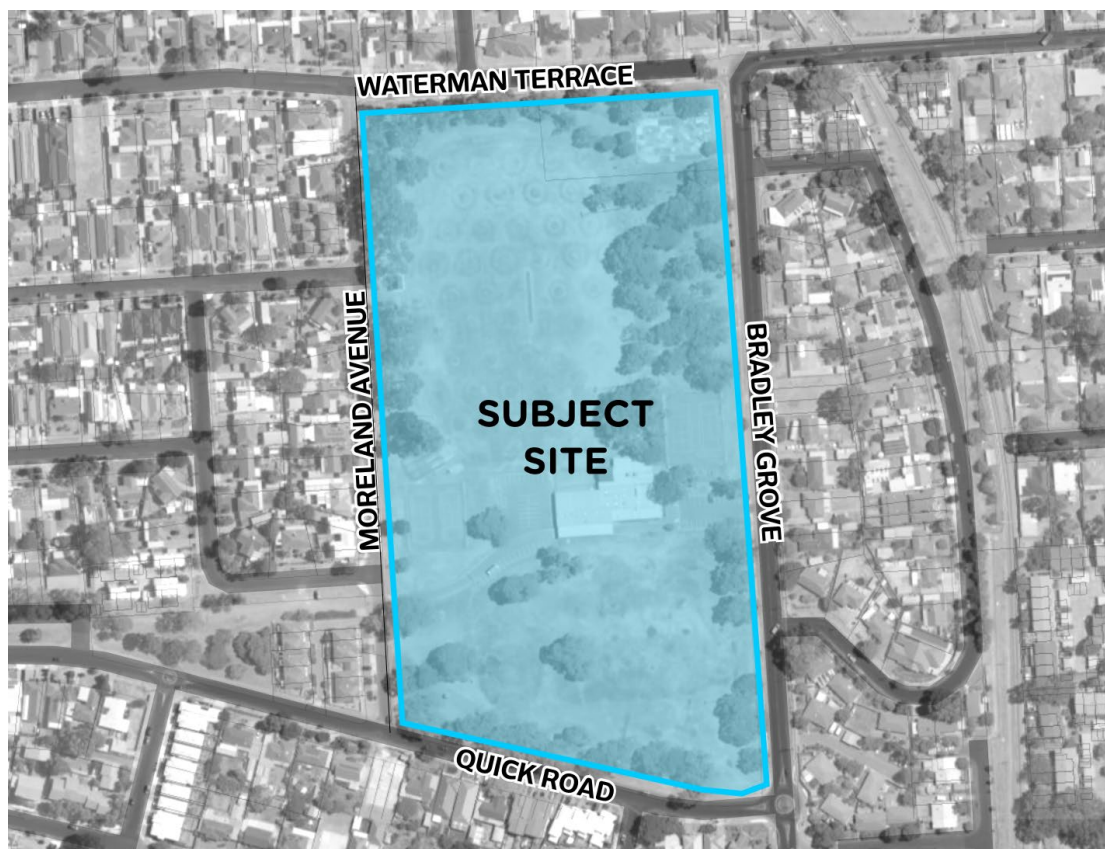


## 2. BACKGROUND

### 2.1 SUBJECT SITE

The subject site is located at 139-159 Bradley Grove, Mitchell Park. The site is bound by Waterman Terrace to the north, Bradley Grove to the east, Quick Road to the south and Moreland Avenue to the west.

Figure 1 illustrates the location of the subject site and adjacent road network.



*Figure 1 – Location of the subject site and adjacent road network*

The site is currently occupied by the Mitchell Park Sports and Community Centre which includes an existing cricket/football oval, four tennis/netball courts, cricket practice nets, dog rinks and a 1,000 m<sup>2</sup> clubroom building.

The site is currently serviced by two on-site parking areas, located on the eastern and western sides of the existing clubrooms. A 26-space car parking area (inclusive of two spaces reserved exclusively for use by people with disabilities) on the eastern side of the Sports Club is accessed via a 5.1m wide access point (approximate) on Bradley Grove. A 45-space parking area on the western side of the Sports club is accessed via a 5.8 m wide access point (approximate) on Moreland Avenue. The two parking areas are joined by a sealed access road;



however, this connection is closed for public use. All movements are permitted at both access points.

In addition, directly adjacent the subject site, there are in the order of 51 on-street parking spaces along Waterman Terrace and Bradley Grove (on the kerbside directly adjacent the site). It is noted that the number of available on-street parking spaces significantly increases when both sides of the street adjacent the site and the surrounding road network are taken into account. An additional unsealed (overflow parking) area is also located on the southern side of Ranford Crescent (with capacity for approximately 20 to 30 vehicles).

Servicing of the site (including deliveries and maintenance) currently occurs via the two parking areas. Refuse collection occurs via the eastern car park where the refuse vehicle enters and exits via Bradley Grove. Emergency vehicles are able to enter the site via both access points and manoeuvre within the parking areas.

## **2.2 ADJACENT ROAD NETWORK**

Waterman Terrace is a local road under the care and control of the City of Marion. Waterman Terrace comprises a 10.3m wide carriageway (approximate) with a single unmarked traffic lane in each direction. A 50km/h speed limit applies on Waterman Terrace. Pedestrians are serviced by sealed footpaths on both sides of Waterman Terrace. Cyclists are able to cycle on the footpaths with pedestrians or cycle on-street, sharing the road with motorists. Waterman Terrace forms part of the BikeDirect network.

Bradley Grove is a local road under the care and control of the City of Marion. Bradley Grove comprises a 11.8 m wide carriageway (approximate) with a single traffic lane and a bicycle lane in each direction. In addition, a 2.1m wide (approximate) parking lane is located on the eastern side of Bradley Grove. The part-time bike lane on the western side of Bradley Grove prohibits on-street parking between the hours of 7-9am and 3-6pm, Monday to Friday. In addition, parking on the western side of Bradley Grove is restricted by two bus stops and sections of yellow line marking (no stopping). A 50 km/h speed limit applies on Bradley Grove. Footpaths are provided on both sides of Bradley Grove, servicing pedestrians and cyclists. In addition, cyclists are able to cycle on-street within the part-time bicycle lanes (7-9am and 3-6pm, Monday-Friday). Bradley Grove forms part of the BikeDirect network.

Quick Road is a local road under the care and control of the City of Marion. Quick Road comprises a 9 m wide carriageway (approximate) with a single unmarked traffic lane each direction. Parking is prohibited with yellow line marking (no stopping) on the northern side of Quick Road. A 50 km/h speed limit applies on Bradley Grove. Pedestrians and cyclists are serviced by footpaths on both sides



of Quick Road. Cyclists are also able to cycle on-street sharing the road with motorists.

Moreland Road is a local road under the care and control of the City of Marion. Moreland Road comprises a 7.9 m wide carriageway (approximate) with a single unmarked traffic lane each direction. Parking is prohibited with yellow line marking (no stopping) on the eastern side of Moreland Road. A 50 km/h speed limit applies on Moreland Road. A sealed footpath is provided on the western side of Moreland Road. Cyclists are able to share the footpath with pedestrians or cycle on-street, sharing the road with motorists.

### **2.3 PUBLIC TRANSPORT**

The site is relatively well serviced by public transport. A bus service (W90/W90M) operates along Bradley Grove and provides services between the Marion Centre Interchange and Paradise Interchange. Bus stops are located immediately adjacent the site.

The Mitchell Park Station (Tonsley Line) is also located in close proximity to the site. This station services the Tonsley Line which provides connections between the Adelaide Train Station and Tonsley Station.



### **3. PROPOSED DEVELOPMENT**

#### **3.1 LAND USE AND YIELD**

The proposal comprises the redevelopment of the Mitchell Park Sports and Community Centre. Specifically, the redevelopment will comprise demolition of the existing clubrooms and the construction of a new multi-purpose community centre of approximately 4,150 m<sup>2</sup> leasable floor area. The facility will include:

- two indoor multi-purpose courts (netball, volleyball, basketball etc.);
- facilities and amenities for the Dog Club;
- a neighbourhood centre facility and administration areas;
- external and indoor change rooms and amenities (including provisions for rugby, tennis, cricket and football); and
- a function area/bar.

In addition, the proposal will also retain the cricket practice nets, multi-use oval, external dog club areas and two external multi-purpose courts.

#### **3.2 ACCESS AND PARKING DESIGN**

It is proposed that the site will be serviced by two at-grade parking areas containing a total of 105 parking spaces (39 parking spaces in the eastern car park and 66 parking spaces in the western car park). A total of three parking spaces will be provided within the two parking areas for exclusive use for people with disabilities.

The eastern car park will be accessed via two two-way access points on Bradley Grove and the western car park will be accessed via two two-way access points on Moreland Avenue. All movements will be permitted at each of the access points.

The parking areas will comply with the requirements of the "Australian/New Zealand Standard for Parking Facilities – Part 1: Off-street Car Parking" (AS/NZS/2890.1:2004) and the "Australian/New Zealand Standard for Parking Facilities – Part 6: Off-street Parking for People with Disabilities" (AS/NZS/2890.6:2009) in that:

- regular parking spaces will be 2.5 m wide and 5.4 m long;
- disabled parking spaces will be 2.4 m wide and 5.4 m long (with an adjacent shared area of the same dimension);
- parking aisles will be at least 5.8 m wide;



- 1.0 m end-of-aisle extensions will be provided beyond the last parking spaces in a parking aisle;
- a turn-around bay will be provided in blind aisles greater than 6 parking spaces long; and
- 0.3 m clearance will be given to objects greater than 0.15 m in height.

### **3.3 COMMERCIAL VEHICLE MOVEMENTS**

Waste collection is proposed to occur via the western car park where a Medium Rigid Vehicle (MRV) will be able to enter and exit the site in a forward direction. Additional service and emergency service vehicles will be able to enter the site via the proposed access points and manoeuvre within the parking areas.

A drop-off zone within the western car park has been proposed to accommodate vehicles up to the size of a small community bus (i.e. a Toyota coaster). Larger buses will be accommodated by a proposed on-street bus zone to the north of the western car park. The proposed location results in no loss of on-street parking capacity due to the existing parking restrictions on Moreland Avenue ('No Stopping' yellow line marking).



## **4. PARKING ASSESSMENT**

### **4.1 CAR PARKING**

The City of Marion's Development Plan identifies the following parking requirements relevant to the subject proposal:

- Community centre – 10 spaces per 100 m<sup>2</sup> floor area; and
- Tennis court – 4 spaces per court.

While the tennis court rate is considered appropriate, the community centre rate is conservatively high and would not be reflective of realistic demands generated by the proposal. No other rates are identified for other sporting facilities relevant to the proposal.

In comparison to the Development Plan rates, parking demands associated with sporting and recreation uses (such as those proposed on-site) are more typically (and more appropriately) assessed on a 'needs basis' for the various sporting and recreation components. Notably, many of the uses will generate peak demands at different times. For instance, it is anticipated that:

- the Dog Club use would generally peak on weeknights and on Sundays;
- the oval would typically generate peak demands when used for Australian Rules football (high level senior) matches (either Saturday or Sunday afternoon);
- the function area would typically peak on Friday and Saturday evenings (albeit would often be associated with other sporting uses);
- the administration and neighbourhood centre uses would generally peak during weekdays (business hours).

It is anticipated that the peak parking demands of the site will occur on a weekend when simultaneous basketball and senior football games are held. In CIRQA's experience, it has been determined that a parking rate of 20-30 spaces per basketball court and 100-120 spaces per football oval (dependent on the team grades) are required for community sports facilities (these rates allow for overlap in demands between simultaneous games). Based upon the above rates, it is anticipated that the proposal would require in the order of 180 to 200 parking spaces for simultaneous basketball (using both internal and external courts) and senior football matches. Allowing for some demands associated with other uses of the site, the total parking demand could be in the order of 200 to 220 parking spaces. In reality, these demands would occur for relatively short overlap periods (i.e. between simultaneous games) and general demands would likely be less than 150 vehicles.





The provision of 105 parking spaces on-site plus the 51 spaces immediately adjacent the site (not including spaces on the opposite sides of the frontage roads) would generally accommodate typical demands generated at the site. There may be occasional times when higher demands are experienced and the additional demands could be accommodated on the opposite sides of the surrounding roads as well as the overflow area on the southern side of Ranford Crescent (which can accommodate in the order of 20 to 30 vehicles). Nevertheless, it is expected that demands associated with the redeveloped facility will be readily accommodated with minimal impact on availability for residents (and their visitors) surrounding the site.

## **4.2 BICYCLE PARKING**

The Development Plan does not identify specific bicycle parking provision rates for the subject uses. However, the Austroads' "Cycling Aspects of the Austroads' Guides" document recommends the provision of 1 bicycle space per 4 employees plus one bicycle space per 200 m<sup>2</sup> of floor area for visitors/patrons. Assuming 20 staff may be present during the peak period, the facility would generate a demand for approximately 5 staff bicycle spaces and 23 visitor/patron bicycle spaces. Allowing for some additional demand for the outdoor facilities/sporting areas, there could be a total demand for in the order of 35 bicycle spaces. These are not currently shown on the plans but there is ample room to include bicycle parking as part of detailed design.



## **5. TRAFFIC ASSESSMENT**

Based on similar projects undertaken by CIRQA, recreational facilities such as that proposed, typically generate a turnover of one trip per parking space (based on total demand, not provision on-site). On this basis, it is anticipated that the site will generate in the order of 150-200 peak hour traffic movements.

These movements will be distributed to/from the Bradley Grove and Moreland Avenue parking areas, as well as the on-street parking locations adjacent the site. Due to the multiple access routes to/from the nearby arterial roads, it is expected that the peak movements generated by the site will be easily accommodated by the sites multiple access points and the surrounding road network. In addition, the peak traffic movements generated by the site are likely to occur on a weekend, outside of the network peak.



## **6. SUMMARY**

The proposal comprises the redevelopment of the Mitchell Park Sports and Community Centre. Specifically, the redeveloped facility will comprise a new multi-purpose community centre building servicing various sporting clubs, the Dog Club and a relocated Neighbourhood Centre. The redeveloped site will be serviced by two car parks (comprising 105 parking spaces in total) located on the eastern and western sides of the site. In addition, a significant level of on-street parking is available surrounding the site.

Access to the parking areas will be provided via crossovers on Bradley Grove and Moreland Avenue. All access points have been designed to accommodate the relevant design vehicles including refuse collection vehicles and buses. All vehicles will be able to enter and exit the site in a forward direction.

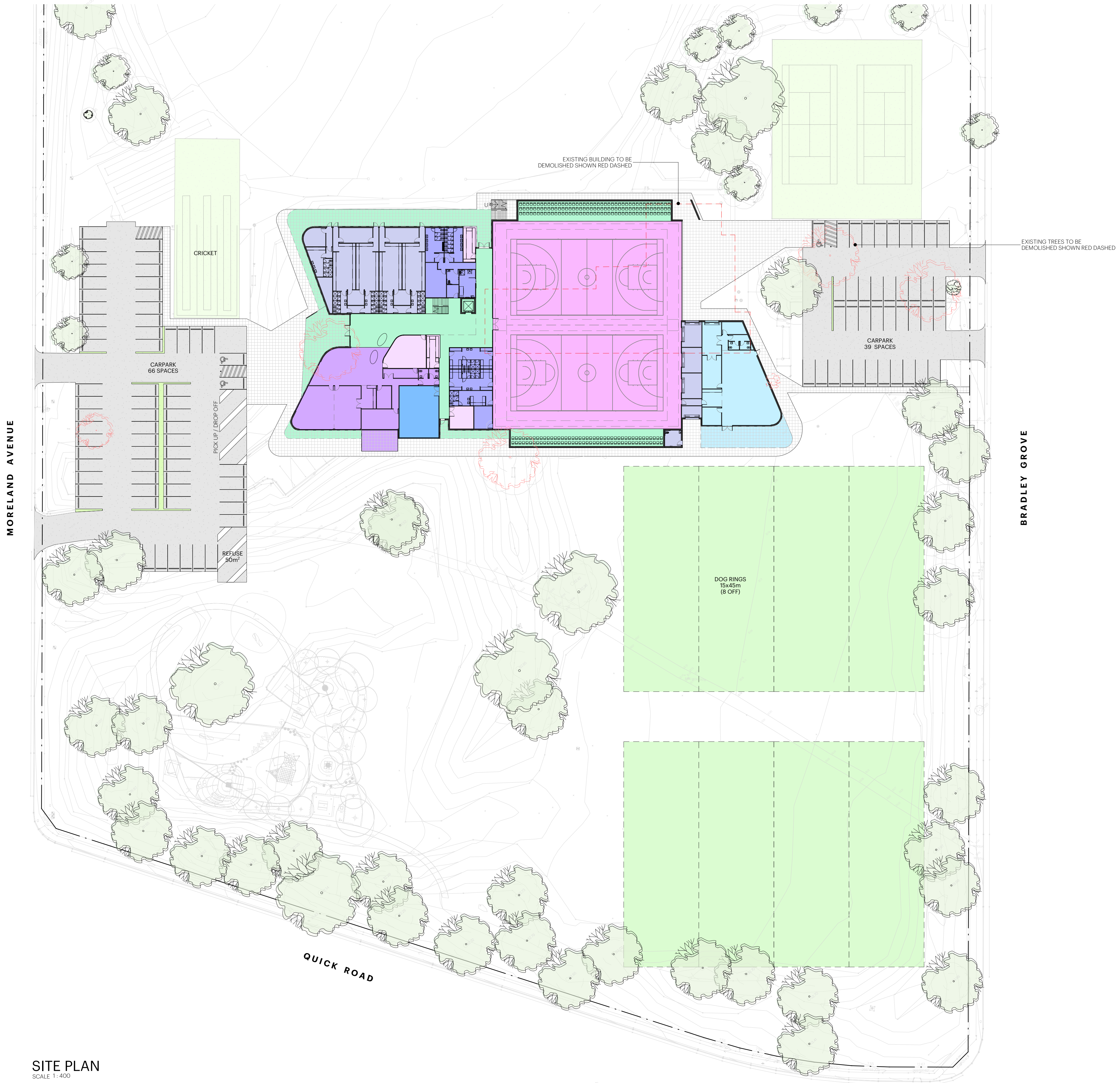
A review of car parking requirements indicates that, at peak periods, the demands associated with the site would be adequately accommodated within the on-site parking areas and surrounding street frontage. Typically, however, the general demands associated with the site would easily be accommodated within the off-street parking areas and not require use of on-street parking.

An assessment of the potential traffic generation associated with the redeveloped facility indicates that in the order of 150 to 200 peak hour trips could be generated by the site. It should be noted that this includes existing trips generated by the site's current uses and the actual additional number of movements will be much lower. The movements generated will be distributed to the various access routes. Notably, the peak generation would occur outside of the commuter peak periods and the movements will be easily accommodated on the surrounding road network.

# Appendix C

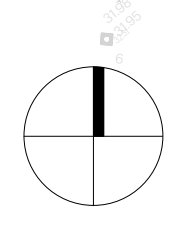
## Concept Drawings





**SITE PLAN**  
SCALE 1:400

**PRELIMINARY**  
DATED 16/03/2020



**STUDIO NINE  
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PROJECT  
**MITCHELL PARK  
SPORTS  
REDEVELOPMENT**

DRAWING TITLE  
**SITE PLAN**

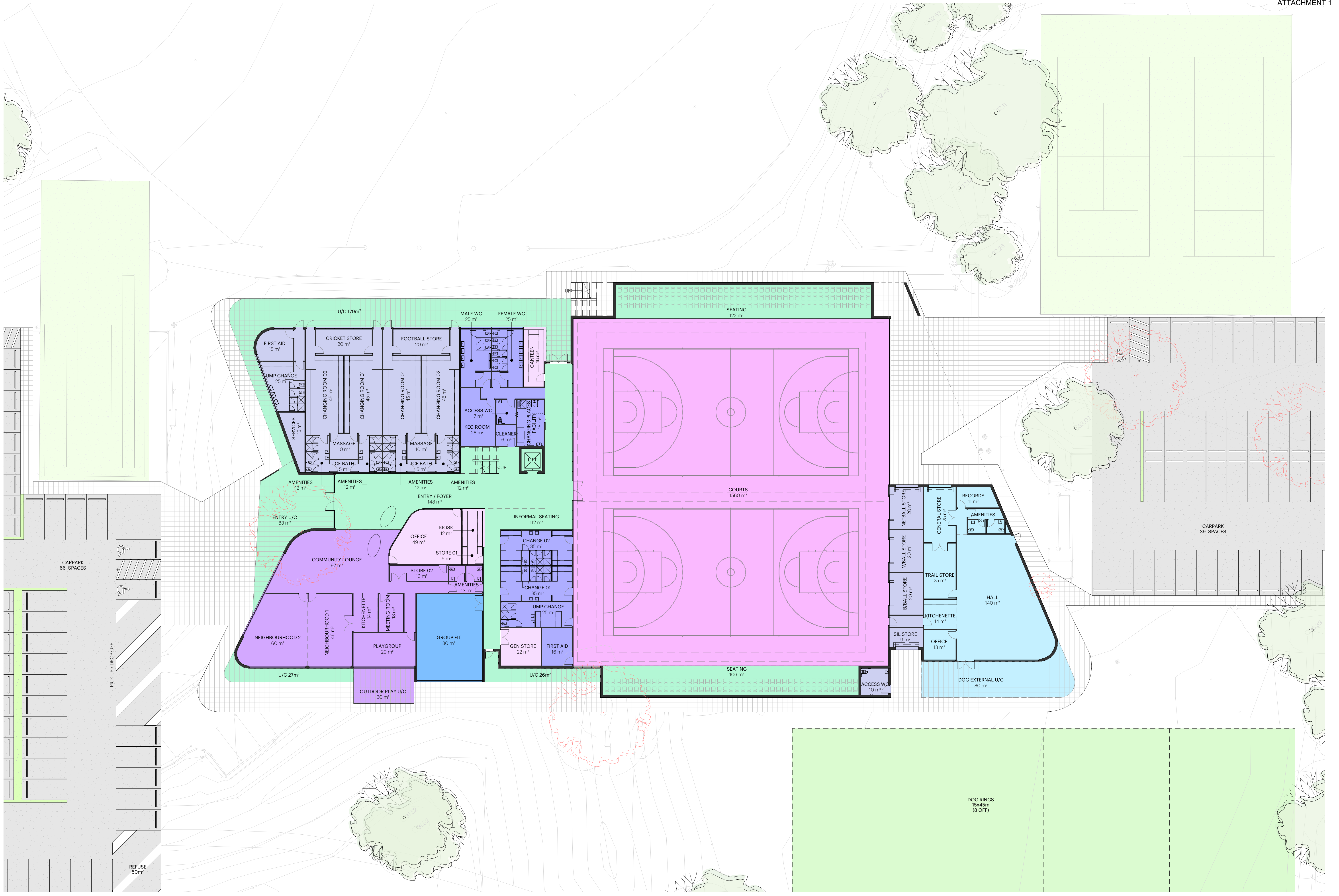
DRAWING NUMBER  
**0909-089-SK01**

REVISION



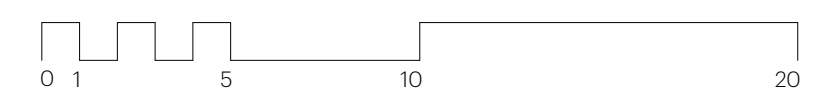


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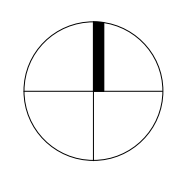


FLOOR PLAN - GROUND  
SCALE 1:200

GROUND FLOOR BUILDING AREA:  
~ 3,615m² (INCLUDING SEATING)



PRELIMINARY  
DATED 16/03/2020



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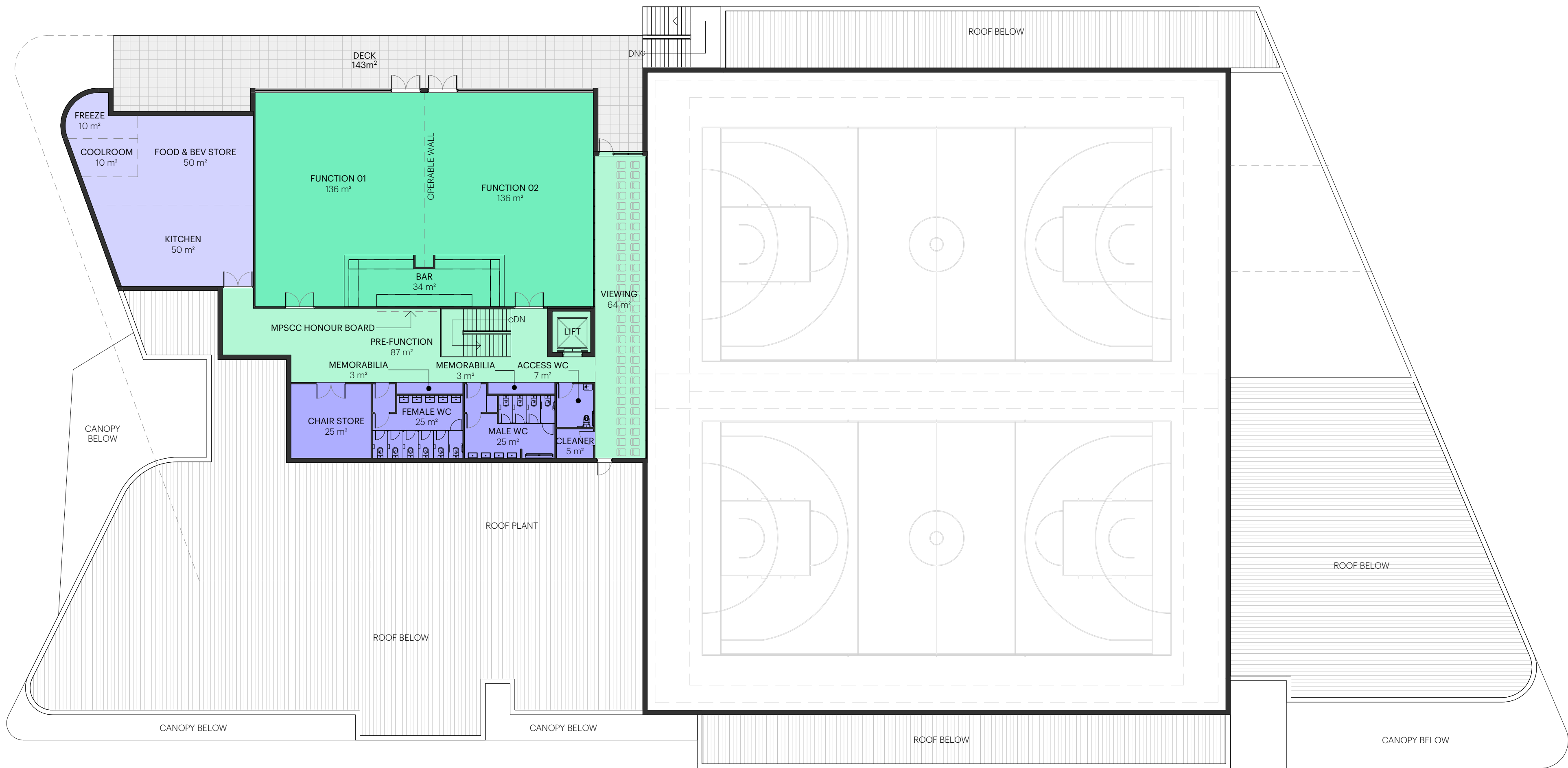
PROJECT  
MITCHELL PARK  
SPORTS  
REDEVELOPMENT

DRAWING TITLE  
FLOOR PLAN -  
GROUND

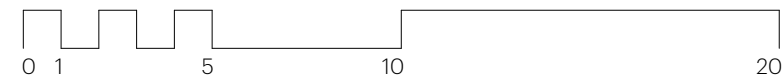
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0909-089-SK02

REVISION





**FLOOR PLAN - FIRST**  
SCALE 1:200  
FIRST FLOOR BUILDING AREA:  
- 713m²

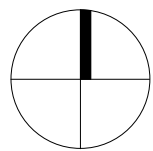


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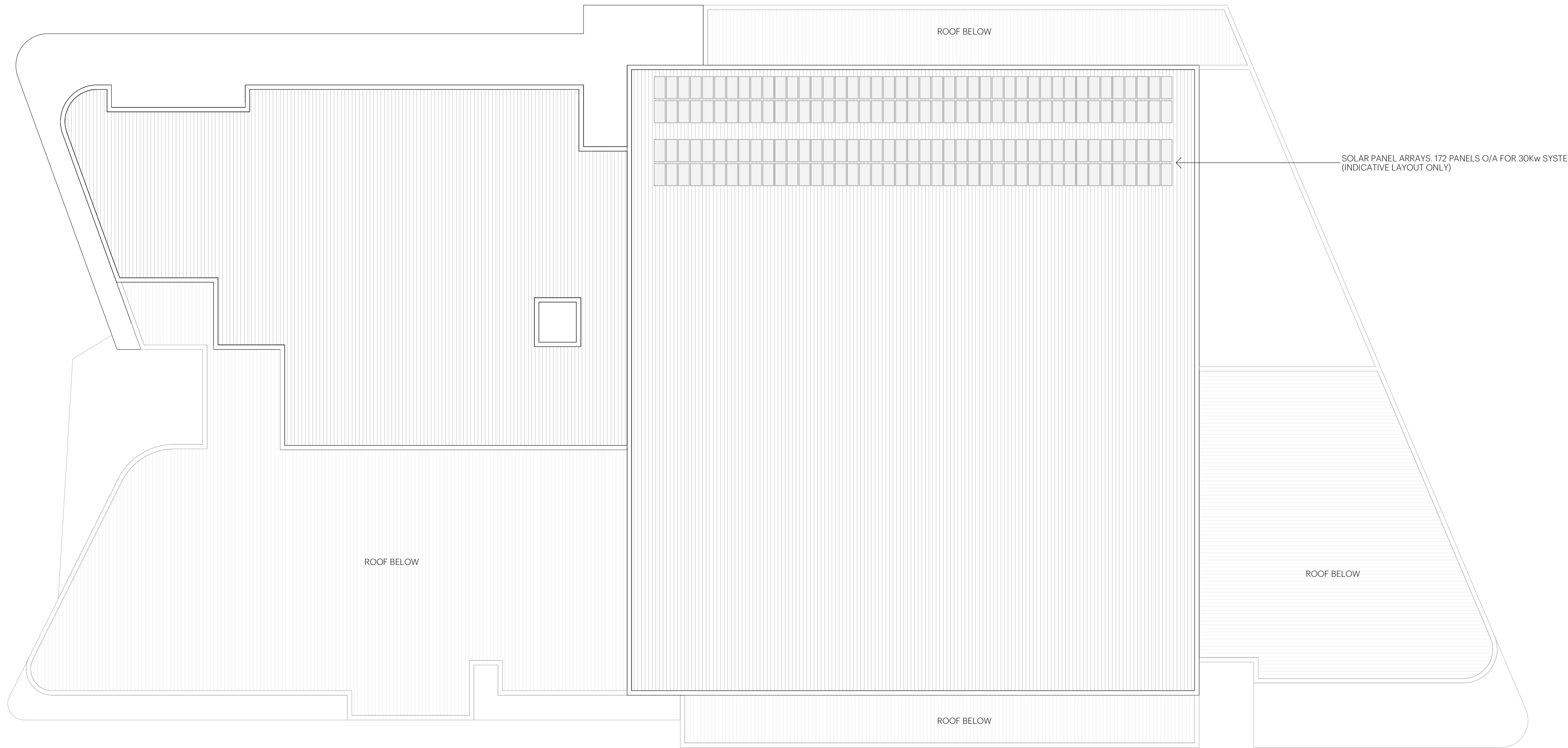
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PROJECT  
**MITCHELL PARK  
SPORTS  
REDEVELOPMENT**

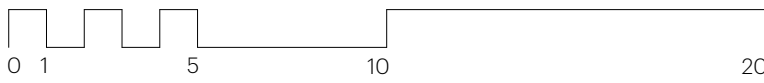
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**FLOOR PLAN -  
FIRST**

DRAWING NUMBER  
**0909-089-SK03**

REVISION



ROOF PLAN  
SCALE 1:200

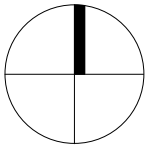


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PRELIMINARY  
DATED 16/03/2020



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PROJECT  
MITCHELL PARK  
SPORTS  
REDEVELOPMENT

DRAWING TITLE  
ROOF PLAN

DRAWING NUMBER  
0909-089-SK04

REVISION

---

CONCEPT ESTIMATE

MARCH 2020

## MITCHELL PARK SPORTS & COMMUNITY CENTRE

# MITCHELL PARK SPORTS & COMMUNITY CENTRE

## Concept Estimate - March 2020

### Project Details

#### Description

##### ***Basis of Estimate***

This estimate is based upon measured quantities to which we have applied rates and conditions we currently believe applicable as at **March 2020**. We assumed that the project will be competitively tendered under standard industry conditions and form of contract.

This cost estimate is based on the documentation listed under the "Documents" section and does not at this stage provide a direct comparison with tenders received for the work at any future date. To enable monitoring of costs this estimate should be updated regularly during the design and documentation phases of this project.

##### ***Items Specifically Included***

This estimate specifically includes the following:

##### Provisional Sum Allowances

This estimate incorporates the following Provisional Sum allowances;

##### ■ ***New transformer \$200,000 as advised by Trinamic Services Engineers***

Please note this provisional sum allowance is not based on any defined scope and is subject to adjustment to reflect a scope defined at a later date.

##### Below the Line - Additional Scope Items

- Digital signage
- Dual water feed
- 3 x cricket nets
- Upper level viewing area
- Additional court area to accommodate central scoring benches

##### Contingencies & Escalation

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.
- Escalation which allows for rise and fall in costs from the stated base date of the estimate to the stated future delivery program as stated in the report.

##### General Inclusions - Client Controlled Works

- Audio visual equipment
- ICT including WAP's, comms etc.
- Neighbourhood Centre fibre connection from old site to new site
- Loose furniture and equipment allowance
- Operational budget

# MITCHELL PARK SPORTS & COMMUNITY CENTRE

## Concept Estimate - March 2020

### Project Details

#### Description

- Post occupancy budget
- Public art
- Storage & Change Facilities during construction

#### **Items Specifically Excluded**

The estimate **specifically excludes** the following which should be considered in an overall project feasibility study:

#### Project Scope Exclusions

- ☐ Stand-by power generator
- Murals and works of art
- New tennis / netball courts
- Stormwater storage tanks
- Fire compartmentation
- Heating to stadium
- Electronic access control system
- Pylon site signage
- Work outside site boundaries

#### Works by Other Suppliers & Contractors

- ☐ Kitchen and cooking equipment including stainless steel shelving to coolrooms and store rooms
- Beer and post mix equipment, fonts, post mixes, beer and soft drinks pythons/lines, temprites etc.
- Bar equipment including dishwashers, glass washers, coffee machines, etc.

#### Risk Exclusions

- Relocation and upgrade of existing services
- Repair to any damage caused to unidentified services during the performing of the works
- Contaminated ground Removal and Reinstatement
- Removal and Reinstatement of any soft, wet and weak spots in subgrade
- Asbestos and Hazardous Materials Removal
- Piled foundation systems
- Underpinning or propping existing structures
- Rock excavation
- De-watering
- Staging / Phasing costs
- Escalation in costs if construction is delayed beyond say **late 2020** construction commencement

# MITCHELL PARK SPORTS & COMMUNITY CENTRE

## Concept Estimate - March 2020

### Project Details

#### Description

##### Other Project Cost Exclusions

- Land costs
- Legal fees
- Goods and Services Taxation
- Holding costs and finance charges

##### **Documents**

The following documents have been used in preparing this estimate:

Date Received

##### ARCHITECTURAL Documents prepared **by Studio Nine Architects**

- |                                     |          |
|-------------------------------------|----------|
| ■ SK01 - Site Plan                  | 21/02/20 |
| ■ SK02 - Floor Plan - Ground        |          |
| ■ SK03 - Floor Plan - First         |          |
| ■ SK04 - Roof Plan                  |          |
| ■ Concept Report (received 17-3-20) |          |

##### BUILDING SERVICES Estimates prepared **by Trinamic Consultants 24-2-20**

##### STRUCTURAL & CIVIL Documents prepared **by Triaxial Consulting**

- |                                     |          |
|-------------------------------------|----------|
| ■ Civil Commentary                  | 21/02/20 |
| ■ Stormwater Management Plan        |          |
| ■ Existing Site and Demolition Plan |          |
| ■ Footing Plan - Preliminary        |          |
| ■ Lower Roof Framing Layout         |          |
| ■ First Floor Framing Layout        |          |
| ■ Upper Roof Framing Layout         |          |
| ■ TR1 Elevation                     |          |
| ■ Middle Roof Framing Layout        |          |

##### LANDSCAPING Documents prepared **by designwell**

- |                         |         |
|-------------------------|---------|
| ■ Landscape Master Plan | 2/03/20 |
|-------------------------|---------|

##### CONCEPTUAL ACOUSTIC REPORT prepared **by Sonus Feb 2020**



# MITCHELL PARK SPORTS & COMMUNITY CENTRE

Concept Estimate - March 2020

Location Summary

GFA: Gross Floor Area  
Rates Current At February 2020

Location	GFA m <sup>2</sup>	Cost/m <sup>2</sup>	Total Cost
<b>CW CONTRACT WORKS</b>			
DE DEMOLITION & SITE PREPARATION			547,121.79
A BUILDING WORKS			
G GROUND LEVEL			
G1 Courts incl 2 x Seating Areas and Stores	1,892	1,889	3,573,211.31
G2 Community incl Change Rooms	2,155	2,161	4,656,442.95
<i>G - GROUND LEVEL</i>	<i>4,047</i>	<i>\$2,034</i>	<i>\$8,229,654.26</i>
1 LEVEL 1	899	3,725	3,348,377.71
<i>A - BUILDING WORKS</i>	<i>4,946</i>	<i>\$2,341</i>	<i>\$11,578,031.97</i>
E EXTERNAL WORKS & INFRASTRUCTURE			1,799,846.24
<b>CW - CONTRACT WORKS</b>	<b>4,946</b>	<b>\$2,815</b>	<b>\$13,925,000.00</b>
<b>CC CLIENT CONTROLLED WORKS</b>			<b>528,000.00</b>
<b>ESTIMATED NET COST</b>	<b>4,946</b>	<b>\$2,922</b>	<b>\$14,453,000.00</b>
<b>MARGINS &amp; ADJUSTMENTS</b>			
Construction Contingency	4.8%		\$695,000.00
Professional Fees (Design, Superintendent, QS, Photographer)	5.9%		\$900,000.00
Statutory Fees & Charges	0.3%		\$50,000.00
Escalation to procurement	2.5%		\$400,000.00
Goods and Services Taxation			Excl.
<b>TOTAL PROJECT COST</b>	<b>4,946</b>	<b>\$3,336</b>	<b>\$16,498,000.00</b>
<b>ADDITIONAL ITEMS FOR CONSIDERATION OUTSIDE OF CURRENT PROJECT BUDGET</b>			
Allowance for digital signage	0.2%		\$30,000.00
Allowance for dual water feed	0.1%		\$15,000.00
Allowance for 3 x cricket nets including fixed netting, slabs, mats etc.	0.3%		\$50,000.00
Upper Level Viewing Area inclusive of On-Costs (67m2)	0.6%		\$100,000.00
Additional Court Area to Accommodate Central Scoring Benches inclusive of On-Costs (188m2)	1.8%		\$295,000.00
<b>ESTIMATED TOTAL COST</b>	<b>4,946</b>	<b>\$3,435</b>	<b>\$16,988,000.00</b>

Mitchell Park  
Sports and Community Centre



# Management Options

Contents

INTRODUCTION .....3

MANAGEMENT MODELS .....4

MANAGEMENT MODEL ANALYSIS ..... 10

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STAKEHOLDER CONSULTATION..... 18

RECOMMENDED MODEL..... 18

FINANCIAL PERFORMANCE..... 19

## INTRODUCTION

The Mitchell Park Sports and Community Centre will be developed as a key facility for the City of Marion.

The new integrated facility will cater for the needs of a range of outdoor sporting and community groups, provide a new Community Neighbourhood Centre, indoor and outdoor dog training facilities as well as provide 2 indoor courts that will accommodate a range of indoor activities.

Identified user groups include:

- Mitchell Park Neighbourhood Centre
- Mitchell Park Sports & Community Club
- Mitchell Park Football Club
- Mitchell Park Cricket Club
- Mitchell Park Netball Club
- Mitchell Park Tennis Club
- Adelaide Remote Controlled Raceway
- Step-into-life (outdoor fitness franchise)
- Emu Club
- South Adelaide Basketball Club
- Austral Phoenix Volleyball Club
- Dover Gardens Dog and Kennel Club

### Management Model Objectives

Key objectives for the management structure include:

- Identifying a preferred governance model for the management of the facility
- Development of a strategic operations plan
- Enable a structure that has the potential to maximise the use of the facilities and opportunities for the community to participate in activities
- Alignment with the objectives of Council's corporate strategic plan.
- Identify a financial model for the centre's operations and understand the level of financial commitment required from Council and stakeholders to support the operations of the new facility
- Identify required staff structure and resources required to commence operations
- Enabling Council to renegotiate or enter into contracts, leases, and licences and hire agreements for facilities, associated functions and for the provision and services of utilities.

Once established it will be critical to the centre's operations to find an appropriate balance between financial sustainability and social sustainability. These two concepts can often be in some tension with each other with Council wanting to deliver high quality services to the community while ensuring services are affordable over the long term.

Financial forecasts indicate there will be an operating subsidy from Council's general revenue required to support the facility. It will be important that the management structure has the capacity to oversee desired service levels whilst ensuring the operational subsidy is managed to expectation. The new facility will have variety of user groups and income streams which will be important in safeguarding operations against any fluctuations in participation of a particular service or activity. Whilst diversified income streams will enable a more stable financial model it will also strengthen the desired participation outcomes supporting a wide range of community activities.

A key outcome and concern for all user groups will be the relationship with the management model and the subsequent staff and financial considerations.

## MANAGEMENT MODELS

There are a number of choices for potential governance structures that could support the Centre and its operations.

To assist Councils the Local Government Association of South Australia funded the Local Government Recreation Forum, which in turn developed the document '*Guidelines for the Sustainable Management of Community Recreation Facilities*'. In summary, the Guidelines state that when deciding on the most appropriate management model, it must be recognised that no one management model will suit all facilities and situations. Therefore, a unique solution must be designed to meet the specific needs of Council, the facility and its community. <sup>\*1</sup>

The Guidelines detail the types of management models and which situations are best suited for each model. <sup>2</sup>

<b>Internal (in-house) management options</b> <ul style="list-style-type: none"> <li>• Direct management by Council employed staff</li> <li>• Council appointed committee</li> </ul>	
<b>In-house management is best suited to situations where:</b> <ul style="list-style-type: none"> <li>• Council wishes to exert a high level of control over the day-to-day operation of the facility, (including Elected Members making operational decisions on an ad-hoc basis)</li> <li>• Council wants to ensure that the facility is maintained to a high standard</li> <li>• Council wants to directly manage its potential risk exposure</li> <li>• Manage facility use (Fair and equitable access to all components of the facility)</li> </ul>	<b>In-house management is not best suited to situations where:</b> <ul style="list-style-type: none"> <li>• The core purpose of the facility to provide a commercial return on the investment</li> <li>• Council does not have senior and/or executive staff with the skills and experience in managing, operating and/or maintaining the type of recreation facility under consideration</li> </ul>
<b>External management options</b> <ul style="list-style-type: none"> <li>• Contract management to an external professional management organisation</li> <li>• Lease or Licence arrangements for external organisations. This may include separate licences for each stakeholder group to use specific areas of the facility</li> <li>• Shared management with an external agency. This may include options such as Council management of the facility during business hours and external management for function, bar, and court components of the facility.</li> </ul>	
<b>External management is best suited to situations where:</b> <ul style="list-style-type: none"> <li>• Council wishes to minimise operating costs</li> <li>• Council wants a fixed budget to operate a facility; the recreation facility competes in a dynamic market, requiring rapid response to changing market conditions</li> <li>• Greater flexibility with employment and leaner management structure.</li> </ul>	<b>External management is not best suited to situations where:</b> <ul style="list-style-type: none"> <li>• Volunteer bodies do not require their volunteers to be qualified or trained in the management of facilities</li> <li>• Organisations do not have an operation or strategic plan</li> </ul>

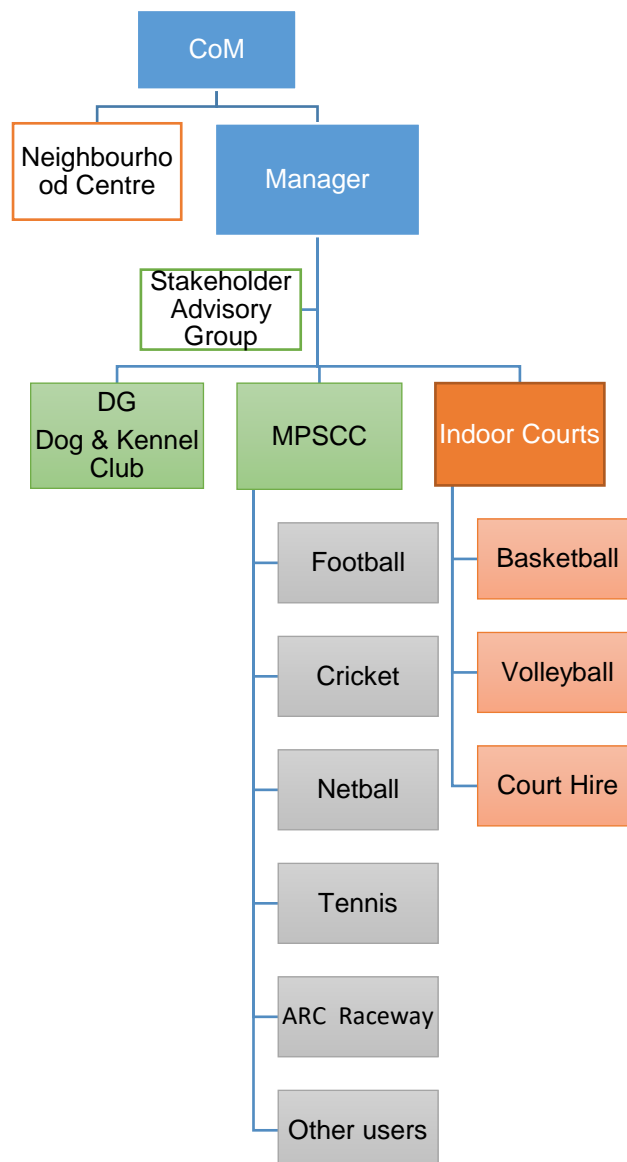
<sup>1 2</sup> Guidelines for Sustainable Management of Community Recreation Facilities P5

## MANAGEMENT MODEL OPTIONS

Potential options for the Mitchell Park Sports and Community Centre include

1. Management appointed by Council
2. External Contract Management Organisation
3. Shared Management
4. Community skills based board and Manager

### 1. Internal Management – Facilities Manager appointed by Council

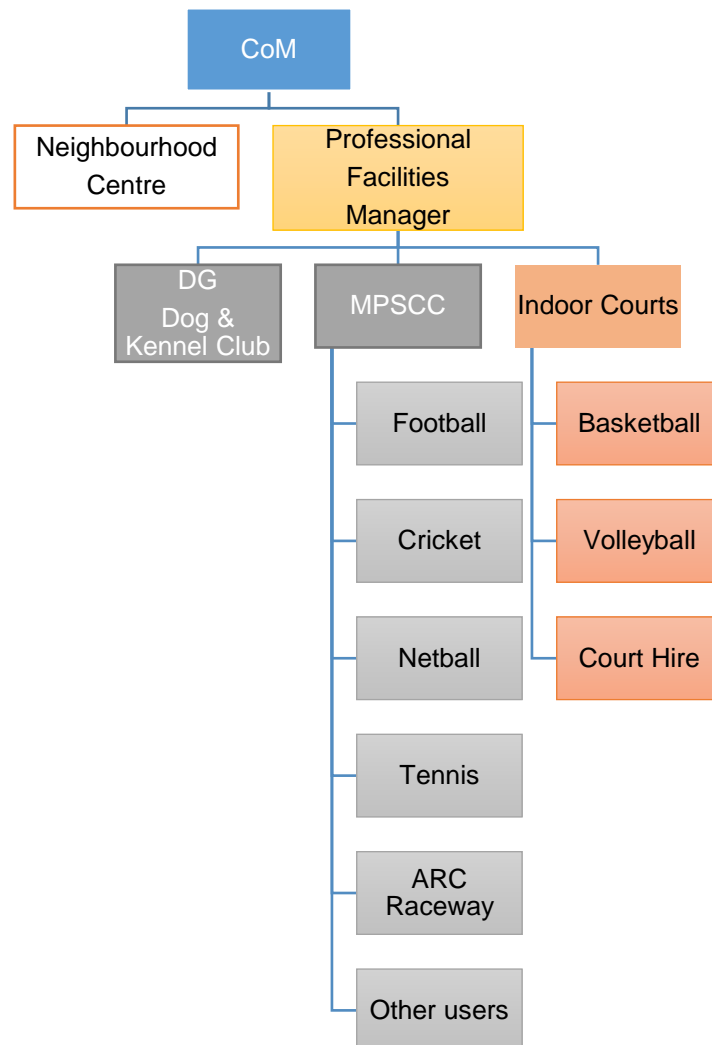


### Features of model #1 – Internal Management – Facilities Manager appointed by Council

<ul style="list-style-type: none"> <li>• Asset owner</li> <li>• Centre Manager is appointed by Council</li> <li>• Delivers all operations excluding affiliate specific activities</li> <li>• Issues licence to affiliated groups for use of the facility</li> </ul>
<ul style="list-style-type: none"> <li>• Neighbourhood Centre managed by Council</li> </ul>
<ul style="list-style-type: none"> <li>• Stakeholder Advisory Group – meets to provide feedback to Council Management</li> </ul>
<ul style="list-style-type: none"> <li>• Licence over specific areas and times for use of the facility to DG Dog Club and MPSCC</li> <li>• Licence fee and associated management costs paid to CoM</li> <li>• All revenue through the function centre and bar is taken by CoM</li> <li>• Retains all club based revenue</li> </ul>
<ul style="list-style-type: none"> <li>• Sub-licence over specific areas and times for use of the facility</li> <li>• Retains all club based revenue</li> <li>• Pay sub-licence fee to MPSCC</li> </ul>
<ul style="list-style-type: none"> <li>• Hire arrangements - Pay as you go</li> <li>• Revenue paid to CoM</li> </ul>



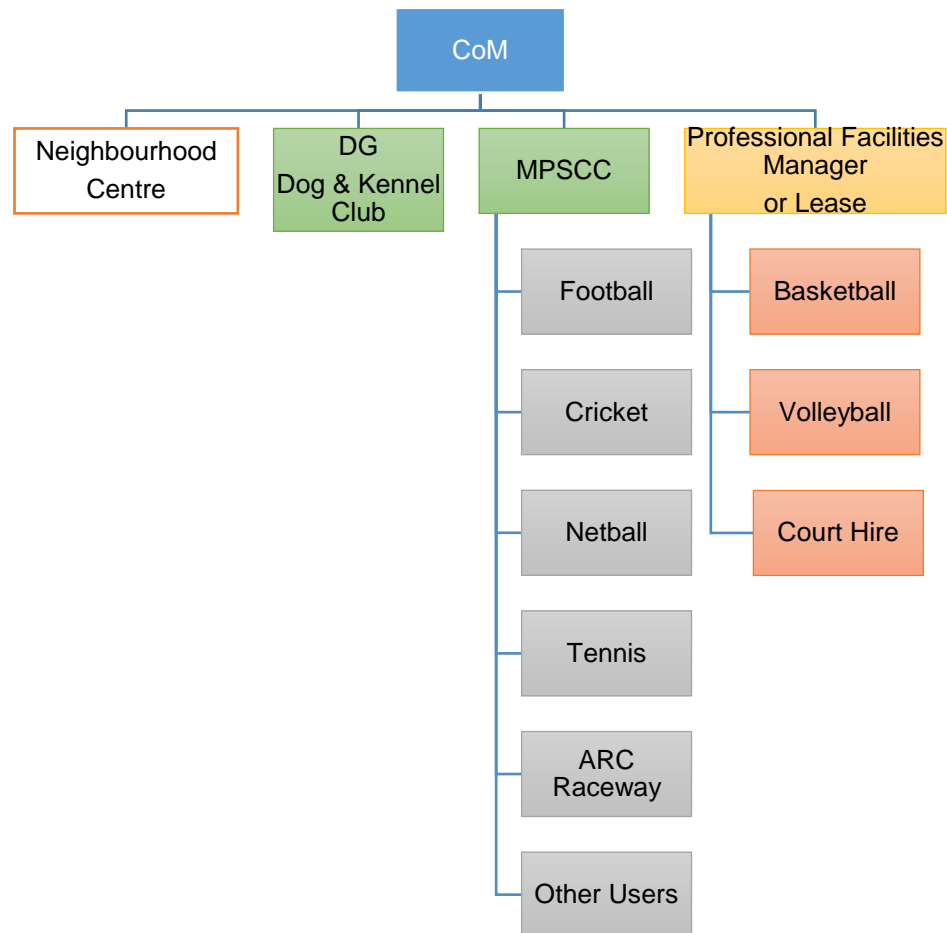
## 2 External Contracted Facility Management Organisation



### Features of model #2 – External Contracted Facility Management Organisation

<ul style="list-style-type: none"> <li>• Asset Owner</li> <li>• Issues Management Agreement over the facility</li> <li>• Responsible for depreciation and asset management</li> </ul>
<ul style="list-style-type: none"> <li>• Neighbourhood Centre managed by Council</li> </ul>
<ul style="list-style-type: none"> <li>• Contracted professional management organisation to manage all operations of the facility on behalf of Council. Operates Neighbourhood Centre spaces outside of NHC normal operating hours</li> <li>• Delivers all operations excluding affiliate specific activities</li> <li>• Manage the facility and all licences and sub-licence tenants</li> <li>• Venue operator controls licenced areas</li> <li>• All revenue through the function centre, bar and kiosk will require further analysis to ensure sustainable outcomes for the facilities management and the clubs</li> <li>• Mitchell Park Neighbourhood Centre Managed by Council</li> </ul>
<ul style="list-style-type: none"> <li>• Sub-licence/agreements over specific areas and times for use of the facility</li> <li>• Retains all club based revenue</li> <li>• Pay sub-licence fee to MPSCC</li> </ul>
<ul style="list-style-type: none"> <li>• Hire arrangements - Pay as you go</li> <li>• Revenue paid to CoM</li> </ul>

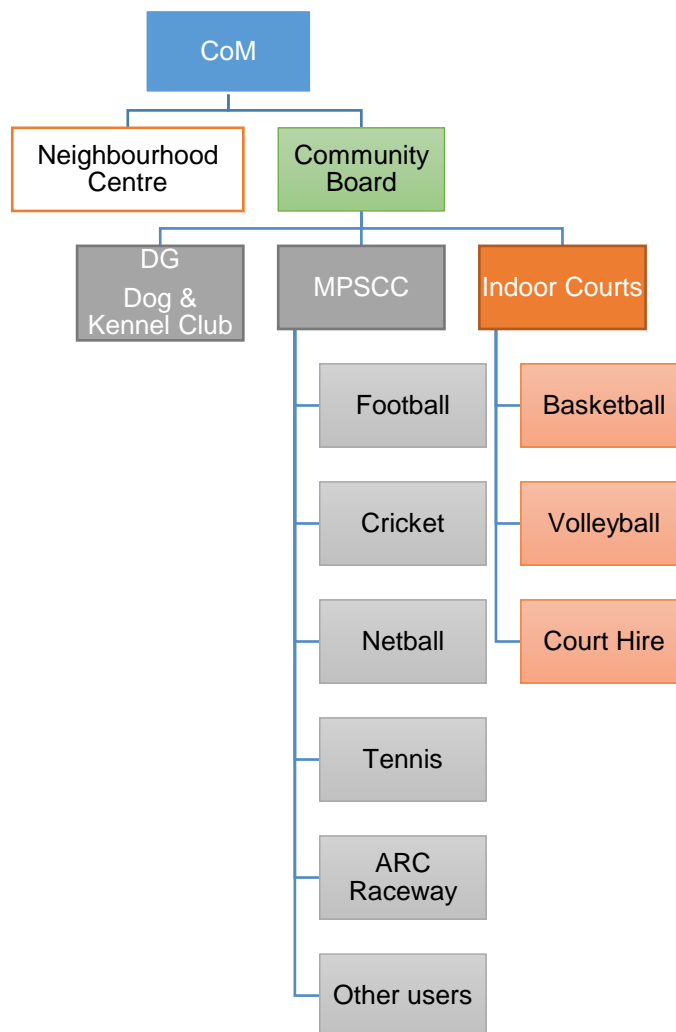
## 2 Shared Management



### Features of model #3 – Shared management:

<ul style="list-style-type: none"> <li>• Asset owner</li> <li>• Issues head lease agreements on behalf of the City of Marion</li> <li>• Responsible for depreciation and asset management</li> </ul>
<ul style="list-style-type: none"> <li>• Neighbourhood Centre managed by Council</li> </ul>
<ul style="list-style-type: none"> <li>• Contracted professional management organisation to manage all court operations as well as centre vacancies outside of licence agreements and neighbourhood centre operational times.</li> <li>• Option to lease or licence courts for sports at specific times of use</li> </ul>
<ul style="list-style-type: none"> <li>• Council issues direct licence agreements to MPSCC, Dover Gardens Dog and Kennel Club</li> <li>• MPSCC liquor licences and stock</li> </ul>
<ul style="list-style-type: none"> <li>• Sub-licence over specific areas and times for use of the facility</li> <li>• Retains all club based revenue</li> <li>• Pay sub-licence fee to MPSCC</li> </ul>
<ul style="list-style-type: none"> <li>• Professional Facilities Manager               <ul style="list-style-type: none"> <li>○ Hire arrangements - Pay as you go</li> <li>○ Revenue paid to CoM</li> </ul> </li> <li>• Lease – fee paid to City of Marion</li> </ul>

### 3 External Management - Community Board and Facilities Manager



#### Features of model #4 – External Management Community Board

<ul style="list-style-type: none"> <li>Asset Owner</li> <li>Issues Head Lease to operator on behalf of the City of Marion</li> <li>Responsible for depreciation and asset management</li> </ul>
<ul style="list-style-type: none"> <li>Neighbourhood Centre managed by Council</li> </ul>
<ul style="list-style-type: none"> <li>Head Lease to Board of Management e.g. Club Marion model</li> <li>Full-time manager is employed by and reports to the Board</li> <li>The Board and appointed manager oversee all facility operations (excluding user club/group activities)</li> <li>Holds the liquor licence</li> <li>All revenue through the function centre and bar is taken by the Board.</li> </ul>
<ul style="list-style-type: none"> <li>Licence or sub-licence over specific areas and times for use of the facility</li> <li>Retains all club based revenue</li> <li>Pay sub-licence fee to MPSCC</li> </ul>
<ul style="list-style-type: none"> <li>Hire arrangements - Pay as you go</li> <li>Revenue paid to CoM</li> </ul>

## MANAGEMENT MODEL ANALYSIS

	Management Model	Advantages	Disadvantages
Internal Management	Manager appointed by Council	<ul style="list-style-type: none"> <li>• High level of control for Council</li> <li>• Manager able to oversee all areas of the facility</li> <li>• Council retains control of neighbourhood/community centre operations</li> <li>• Providing discounted fees or subsidy for user groups</li> </ul>	<ul style="list-style-type: none"> <li>• Council responsible for operations including risk management</li> <li>• Council responsible for all asset management functions</li> <li>• Council responsible for all budget short falls</li> <li>• Tend to have higher staff costs</li> </ul>
	Council appointed committee	<ul style="list-style-type: none"> <li>• High level of control for Council</li> <li>• Manager reports to Council Committee and oversee all areas of the facility</li> </ul>	<ul style="list-style-type: none"> <li>• High level of commitment for committee members</li> <li>• Committee members may not have expertise in facility management</li> <li>• Stakeholder groups may have limited control</li> </ul>
External Management	Contracted Facility Management Organisation	<ul style="list-style-type: none"> <li>• Known capability to manage sport, recreation and/or community facilities</li> <li>• Established policies, procedures and operations</li> <li>• Council not responsible for operations – less risk to council</li> <li>• Enables a fixed budget/asset management plan</li> <li>• Council could retain control of neighbourhood/community centre operations</li> <li>• Engaging appropriate expertise to manage sport/facility component of facility</li> <li>• Greater flexibility with employment and management structure</li> </ul>	<ul style="list-style-type: none"> <li>• Council has less control over the use of the facility</li> <li>• Income from bar and kiosk sales important to club sustainability – key issue that would need to be resolved</li> </ul>
	Shared Management	<ul style="list-style-type: none"> <li>• Council retains control of neighbourhood/community centre operations</li> <li>• Professional management of the indoor courts</li> <li>• Less change for existing stakeholder/user groups with licence arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• No resource to manage responsibilities and shared areas within the facilities.</li> <li>• Separation of areas and control within the building would need to be determined (will impact design and may increase building footprint).</li> <li>• Clubs may not have the capacity to effectively manage the higher operating costs and obligations associated with the new facilities.</li> <li>• Some sports may dominate use or exclude other users</li> </ul>
	Community Board and Manager	<ul style="list-style-type: none"> <li>• Manager would need capacity to oversee the indoor courts operations</li> <li>• Board responsible for management costs</li> <li>• Council retains control of neighbourhood/community centre operations</li> </ul>	<ul style="list-style-type: none"> <li>• Bias Board members are often associated with user groups and many find it difficult to separate themselves from their other interest groups</li> <li>• Risks for volunteer board members with Centre operating in deficit</li> <li>• Unknown capacity of Board members. A Board may not have experience or skills needed to govern the operations of a complex community and sport facility.</li> </ul>

## OTHER CONSIDERATIONS FOR THE FACILITY

### **Increasing professionalism and community expectation**

The CSIRO has undertaken research for the Australian Sports Commission and have identified trends likely to shape the Australian sports sector over the next 30 years.<sup>2</sup>

The study acknowledges a shift away from historic models of managing sport and a growing demand for more professional organisations. The CSIRO report states, “Loosely organised community sports associations are likely to be replaced by organisations with corporate structures and more formal governance systems in light of market pressures.”

The CSIRO report comments that “Sports will need highly-skilled management personnel in order to retain or maximise market share in an increasingly competitive environment”.

### **Capacity of volunteers**

Both the Dover Gardens Dog and Kennel Club, and Mitchell Park Sports and Community Club manage their operations through a volunteer committees. The clubs do not require any volunteers to be qualified or experienced in facility management.

Board or committee members of an external management structure are unlikely to have indoor recreation centre or community centre management experience unless this skill set was recruited accordingly.

Board or committee members are likely to have specific interests in particular groups. These interests may not be aligned to the overall objectives of the facility due to number of user groups that will potentially use the facility.

### **Learnings from Edwardstown Soldiers Memorial Recreation Ground (SMRG)**

After the disappointing outcomes of the Edwardstown Soldiers Memorial Recreation Ground and the unknown capacity of Boards to suitably manage facilities, Council may prefer the options of managing the new facility in-house or enter into an agreement with a suitable third-party with a proven track record and capacity to manage similar facilities. A significant degree of risk can be mitigated and continue to allow each community user group their use of the facility without disadvantage.

If Council wishes to explore the market for an external management solution, expressions of interest (EOI) could be sought from suitable organisations who can effectively demonstrate their ongoing operational capacity to manage the complex

### **Management of Council Services**

Council’s Neighbourhood Centres operate through internal management structure to deliver essential community services.

The Neighbourhood Centres provide programs and activities to support the community’s health, welfare, educational and social needs. The centres are a relaxed, non-competitive environment that encourages wellbeing and a sense of identity and community. Users participate in a wide range of programs, including arts & crafts, health & fitness, dance, and meals for a variety of stakeholder groups such as new arrivals, children and seniors.

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<sup>2</sup> [https://www.clearinghouseforsport.gov.au/\\_data/assets/pdf\\_file/0007/564073/The\\_Future\\_of\\_Australian\\_Sport\\_-\\_Full\\_Report.pdf](https://www.clearinghouseforsport.gov.au/_data/assets/pdf_file/0007/564073/The_Future_of_Australian_Sport_-_Full_Report.pdf)

Neighbourhood Centres operate in a localised way to respond to a range of issues and opportunities. They have capacity for flexibility and responsiveness and to shift priorities and resources as new needs emerge. We work in ways that engage local people in local solutions and as such play a critical role in community capacity building. In most instances, we focus on reducing isolation, increasing engagement and building social cohesion.

Currently the Mitchell Park Neighbourhood Centre operates with a staffing component of 0.53 FTE Council funded and supported by a staffing component of 0.23FTE that is externally funded. This funding expires in June 2020. Additional staff support by the Positive Ageing and Inclusion team is also provided, depending on the types of programs and activities being provided however, this staffing is also dependant on external funding (expires June 2020).

Operating at the new location will require additional staffing resources for the neighbourhood centre component and suggest an extra 1.8FTE to ensure that growth and ongoing provision of services, activities and programs are maintained at the existing levels and ensure that a Council run centre is not reliant on externally funded positions.

NB: At the time of writing this document, the CoM Neighbourhood Centres are currently under a Service Review which will be completed by the end of May 2020.

The administration of community and sports facilities can be complex. Council already manage leases, licences, permanent and casual hire of facilities and the bookings and administration of these processes. Internal management model would give Council control to set affordable fees and charges, manage usage to ensure it is equitable and fair, operating hours of the site and be better equipped to handle or absorb impacts of a disruption of use.

The City of Marion's Sports facilities are the only Council facilities that continue to be managed externally by volunteers. Industry professionals manage the majority of other Council facilities and services such as libraries, Marion Cultural Centre, Community Centres and Marion Pool internally.

### **Indoor courts management**

The majority of Council indoor recreation centres in South Australia are managed externally by professional management organisations, state sporting organisations or they are managed internally by Council.

It's important to note Local Government tend to have a higher cost staff structure. "Not for profit and private sector contractors tend to have greater flexibility in the employment market and capacity to have lower staffing."<sup>3</sup>

A major benefit in considering an external management organisation is knowledge of indoor sport and recreation facilities operations and market trends. Knowledge of the market is important to consider in relation to the managing organisations ability to develop programs and fill gaps in schedules to ensure the facilities are well used.

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<sup>3</sup> Guidelines for Sustainable Management of Community Recreation Facilities P13

## REVIEW OF OPERATING MODELS IN SOUTH AUSTRALIA

The following table provides a review of facilities indoor sport, recreation and community facilities.

### Neighbourhood Centres

Centre	Council	Facilities	Management Structure
Unley Community Centre	City of Unley	Stand-alone centre Meeting rooms Commercial kitchen Dining room Hall with stage	Fully managed by Council
Fullarton Park Community Centre	City of Unley	Stand-alone centre Various spaces including an art studio Kitchen	Fully managed by Council
Clarence Park Community Centre	City of Unley	Stand-alone centre Meeting Rooms Hall with stage & dance floor Kitchen Childcare hall & garden	Partially managed by Council and other
Goodwood Community Centre	City of Unley	In a community precinct Meeting rooms Activity Hall Banquet Hall Kitchen Adjacent green spaces	Board of Management
Bagster Road Community Centre	City of Salisbury	Stand alone centre Social enterprise café Hall with stage Meetings rooms Creché area	Board of Management
Morella Community Centre	City of Salisbury	Stand alone centre Adjacent recreation & swimming centre Community Garden	Board of Management
Burton Community Centre	City of Salisbury	Stand alone building next to a shopping centre Hall Meeting rooms Kitchen Outdoor areas	Board of Management
Para Hills Community Hub	City of Salisbury	In a community precinct, co-located with a library & senior centre Flexible meeting rooms Hall space	Partially managed by Council and other



Centre	Council	Facilities	Management Structure
Salisbury East Neighbourhood Centre	City of Salisbury	Stand alone building Small Hall Kitchen Meeting rooms	Board of Management
Pooraka Farm Community Centre	City of Salisbury	Stand alone centre Hall Kitchen Meeting rooms	Board of Management
The Mawson Centre	City of Salisbury	Within a precinct Tutorial rooms Lecture theatre Meeting rooms	Fully managed by Council
Aberfoyle community Centre	City of Onkaparinga	Stand alone building Hall Meeting rooms Kitchen Creché & playground Computer room	Board of Management
Aldinga Community Centre	City of Onkaparinga	Stand alone building Community shed Community garden Café space for hire Meeting rooms Activity area	Fully managed by Council
Christie Downs Community House	City of Onkaparinga	Stand alone building Hall Meeting rooms Commercial kitchen Activity area	Board of Management
Coromandel Community Centre	City of Onkaparinga	Stand alone building adjacent an oval Hall Activity area	Board of Management
Hackham West Community Centre	City of Onkaparinga	Stand alone building Hall Meeting rooms Kitchen	Board of Management
Reynella Neighbourhood Centre	City of Onkaparinga	Stand alone building Hall Meeting rooms Children's room	Board of Management
Seaford Community Centre	City of Onkaparinga	Stand alone building Meeting rooms	Board of Management
Woodcroft Community Centre	City of Onkaparinga	In a community precinct Meeting rooms Computer room Creché Commercial kitchen	Board of Management
City of Burnside	Burnside Community Centre	In a community precinct Hall	Fully managed by Council

Centre	Council	Facilities	Management Structure
		Meeting rooms Lounge Kitchen & Dining room	
City of Burnside	Glenunga Hub	Located within a sport facility Meeting rooms Outdoor plaza Playground Kiosk	Fully managed by Council
City of Burnside	Dulwich Community Centre	Stand alone building	Fully managed by Council
City of Burnside	Burnside Town Hall	In a community precinct Hall for Hire	Fully managed by Council
City of Playford	Elizabeth Rise Community Centre		Fully managed by Council
City of Playford	Grenville Community Connections Hub	In a community precinct with close proximity to Council services and retail shopping centre Focus is over 50's	Fully managed by Council
City of Charles Sturt	Bower Road Community Centre	Stand alone building	Fully managed by Council
City of Charles Sturt	Seaton North Neighbourhood Centre	Stand alone building	Fully managed by Council
City of Charles Sturt	The Brocas Youth Centre	Stand alone building Youth specific focus Meetings rooms Warehouse Kitchen	Fully managed by Council
City of Charles Sturt	West Lakes Community Centre	Stand alone building Adjacent West Lakes Library <i>New project West Lakes Community Facility – combining the library &amp; community centre under one roof.</i>	Fully managed by Council
City of Charles Sturt	Henley & Grange Community Centre	Stand alone building	Fully managed by Council
City of Charles Sturt	Cheltenham Community Centre	Stand alone building	Fully managed by Council
City of Charles Sturt	19 on Green Community Centre	Stand alone building Meeting rooms Playpit/Creché	Fully managed by Council
City of Charles Sturt	Findon Community Centre	Stand alone building	Fully managed by Council

### Multisport Venues \*

\*These centres operate 7 days per week and into the evenings and include varying combinations of indoor facilities as well as outdoor sports or recreation activities.

Centre	Council	Facilities	Management Structure
Kauri Sport and Community Centre	City of Holdfast Bay	Meeting Function Rooms Tennis Courts Hockey Pitch	Contract with Belgravia Leisure Includes a management fee for marketing and bookings, Council retains all revenue generated from event bookings. The tenant Clubs (hockey, tennis, netball and music group) have direct licence agreements with Council for set times of use.
Port Pirie Memorial Oval Sports Precinct	Port Pirie Regional Council	Football (AFL), cricket, baseball, soccer, swimming pool, gymnastics, squash indoor recreation activities and function centre	Contract with Belgravia Leisure for management of the facility including Function Centre. Sporting clubs retain profits from canteen. Council establishing user agreements for an interim period. Belgravia will manage user agreements from 2022.
Campbelltown Memorial Oval	City of Campbelltown	New two-storey multi use building with community function rooms New cricket facilities Netball courts Touch football	Internal manager appointed by Council
Port Augusta Central Oval	City of Port Augusta	3 Indoor Courts Function centre Oval (cricket and AFL) 11 Netball courts 9 Tennis courts	Internal manager appointed by Council 3 x FTE support staff

### Indoor Sport and Recreation Facilities

Centre	Council	Facilities	Management Structure
Marion Leisure and Fitness	City of Marion	3 Courts Gymnastics Hall	Contract with YMCA
Marion Basketball Stadium	City of Marion	2 Courts	Lease with Basketball SA Staff <ul style="list-style-type: none"> <li>Regional Stadium Manager (3 centres)</li> <li>Casual staff employed for operation hours at each venue</li> </ul>
Le Fevre Recreation Centre	City of Port Adelaide Enfield	2 Courts Meeting rooms	Centre Coordinator employed by council. Casual staff to cover span of opening hours  Centre Coordinator will report to Manager of the Lights Recreation Centre from 2020 onwards.
The Lights	City of Port Adelaide Enfield	5 courts	Internal manager appointed by Council
Turramurra Recreation Centre	City of Tea Tree Gully	2 Courts Meeting rooms Squash Courts Gymnasium for seniors (Strength for Life)	Facility Manager Team leader – Customer Service FT Customer Service Officers 4 x PT
Golden Grove Recreation Centre	City of Tea Tree Gully	3 Courts	Facility Manager Team leader – Customer Service FT Customer Service Officers 4 x PT
Seacliff Recreation Centre	City of Holdfast Bay	Small halls used for Gymnastics, Martial Arts and Kindergym	Seacliff Community Recreation Association is an incorporated body with a lease agreement with City of Holdfast Bay
The Farm	City of Salisbury	3 courts	Contract with Belgravia Leisure
St Clair Recreation Centre	City Charles Sturt	6 courts	External Contract Management Group YMCA
The ARC	City of Campbelltown	5 courts and Swimming Centre	Internal manager appointed by Council
Noarlunga Leisure Centre	City of Onkaparinga	3 courts	External Contract Management Group Belgravia

## STAKEHOLDER CONSULTATION

The four potential management options discussed in this report were presented and discussed at the stakeholder project meeting held 4 February 2020 at the Mitchell Park Sports and Community Club.

The following table provides a summary of the stakeholder groups' responses.

Model	Number of votes for each management structure			
	1 <sup>st</sup> Pref.	2nd	3rd	4th
Manger Appointed by Council	2	2	2	1
Contracted Facility Management Organisation		3	3	1
Shared Management	7	1	1	
Community Board		1	1	5

Note some groups did not indicate 2nd, 3<sup>rd</sup> and/or 4th preferences

### Rank of preferences for stakeholder groups

1. Shared Management
2. Council Management
3. Contract Facility Management Organisation
4. Community Board

## RECOMMENDED MODEL

Though a number of varying options are possible and no particular management model has been preferred by Council to this stage, it is recommended that Council explores the option of entering into an overarching Management Agreement or Head Lease with an external facility management organisation to manage the facility and all sub-lease/licence tenants.

An external management organisation offers a number of benefits to Council

- Professional management.
- Fixed management fee for council
- Overarching coordination and management of all maintenance of the Centre
- Ability to coordinate the use of the facility across a number of user groups without bias.
- Knowledge the market and ability to promote and activate the centre outside of the scheduled use of the facilities by existing tenants.
- Greater flexibility with employment and management structure
- Ability to absorb administration costs due to their scale of operations.

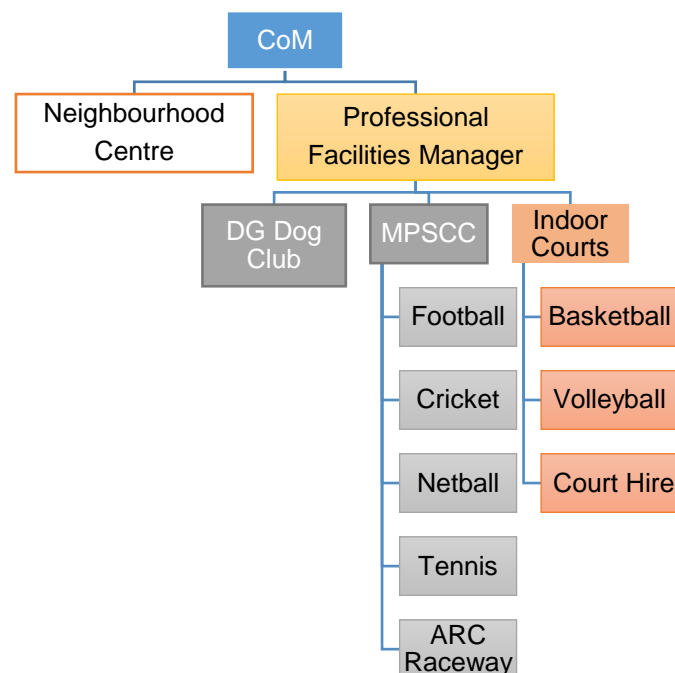
The preferred model for the management of the new facility by the stakeholder groups is to manage their own exclusive use of their respective areas within the complex. Whilst stakeholder

groups may be able to manage their own activities, without a dedicated management body the broader use of the facilities and shared obligations would not be effectively managed. The existing clubs do not work to a strategic operations plan and do not require any volunteers to be qualified or experienced in facility management.

An overarching governance structure will ensure the Centres operations are professionally managed, well-coordinated and the use of the facility is maximised. It is recommended that sub-lease/licence arrangements are made with the Mitchell Park Sports and Community Club and its affiliated organisations as well as the Dover Gardens Dog and Kennel Club. Court use would be determined through direct court hire arrangements with the centres management.

The Mitchell Park Sports and Community Club currently hold a liquor licence at the existing premises and operate both the bar and the canteen. The bar and canteen provide the main source of income for the outdoor sporting clubs. Council will need to ensure an external operator maintains a flexible approach to management of the bar and canteen and a sustainable financial model either considers a dividend is paid to the clubs or ensure the clubs can operate their functions by holding separate stock to the facilities management organisation

It is recommended that Council's Neighbourhood Centres operate through internal management structure to ensure the delivery of essential community services and the Neighbourhood Centre facilities are excluded from the Management Agreement or Head Lease.



## FINANCIAL PERFORMANCE

To assess the ongoing estimated operational costs a number of assumptions have been made in the funding modelling to date. Importantly the financial model and staff requirements may vary depending on the management structure selected by Council to operate the facility.

The following financial model is based on an internal management model and assumes a staff structure of

- Centre manager 1 x FTE
- Centre Assistant (s) 1.5 FTE 3pm to 11pm Monday to Friday, 8am to evenings Saturdays and Sundays
- Bar and Kitchen Staff (casual)

Mitchell Park Sports and Community Club - Forecast Operating Statement											
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total 10 Years
<b>Income</b>											
<b>Rent - Affiliate Clubs</b>	\$ 10,000	\$ 10,250	\$ 10,506	\$ 10,769	\$ 11,038	\$ 11,314	\$ 11,597	\$ 11,887	\$ 12,184	\$ 12,489	\$ 112,034
<b>Memberships</b>	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 2,829	\$ 2,899	\$ 2,972	\$ 3,046	\$ 3,122	\$ 28,008
<b>Court Hire</b>	\$ 184,000	\$ 188,600	\$ 193,315	\$ 198,148	\$ 203,102	\$ 208,179	\$ 213,384	\$ 218,718	\$ 224,186	\$ 229,791	\$ 2,061,422
<b>Bar &amp; Meals - Net Revenue</b>	\$ 104,200	\$ 106,805	\$ 109,475	\$ 112,212	\$ 115,017	\$ 117,893	\$ 120,840	\$ 123,861	\$ 126,958	\$ 130,132	\$ 1,167,392
<b>Venue Hire</b>	\$ 15,000	\$ 15,375	\$ 15,759	\$ 16,153	\$ 16,557	\$ 16,971	\$ 17,395	\$ 17,830	\$ 18,276	\$ 18,733	\$ 168,051
<b>Oval Hire</b>	\$ 10,000	\$ 10,250	\$ 10,506	\$ 10,769	\$ 11,038	\$ 11,314	\$ 11,597	\$ 11,887	\$ 12,184	\$ 12,489	\$ 112,034
<b>Net Revenue</b>	<b>\$ 325,700</b>	<b>\$ 333,843</b>	<b>\$ 342,189</b>	<b>\$ 350,743</b>	<b>\$ 359,512</b>	<b>\$ 368,500</b>	<b>\$ 377,712</b>	<b>\$ 387,155</b>	<b>\$ 396,834</b>	<b>\$ 406,755</b>	<b>\$ 3,648,941</b>
<b>Staffing Costs</b>											
<b>Centre Manager</b>	\$ 105,000	\$ 107,415	\$ 109,886	\$ 112,413	\$ 114,998	\$ 117,643	\$ 120,349	\$ 123,117	\$ 125,949	\$ 128,846	\$ 1,165,616
<b>Sports Program Co-ordinators</b>	\$ 146,000	\$ 149,358	\$ 152,793	\$ 156,307	\$ 159,903	\$ 163,580	\$ 167,343	\$ 171,192	\$ 175,129	\$ 179,157	\$ 1,620,762
<b>Bar &amp; Meals</b>	\$ 64,133	\$ 65,608	\$ 67,117	\$ 68,661	\$ 70,240	\$ 71,856	\$ 73,509	\$ 75,199	\$ 76,929	\$ 78,698	\$ 711,951
<b>Neighbourhood Centre</b>	\$ 56,800	\$ 58,106	\$ 59,443	\$ 60,810	\$ 62,209	\$ 63,639	\$ 65,103	\$ 66,601	\$ 68,132	\$ 69,699	\$ 630,543
	<b>\$ 371,933</b>	<b>\$ 380,488</b>	<b>\$ 389,239</b>	<b>\$ 398,192</b>	<b>\$ 407,350</b>	<b>\$ 416,719</b>	<b>\$ 426,304</b>	<b>\$ 436,108</b>	<b>\$ 446,139</b>	<b>\$ 456,400</b>	<b>\$ 4,128,872</b>
<b>Other Expenditure</b>											
<b>Cleaning - Building</b>	\$ 34,220	\$ 35,076	\$ 35,952	\$ 36,851	\$ 37,772	\$ 38,717	\$ 39,685	\$ 40,677	\$ 41,694	\$ 42,736	\$ 383,380
<b>Cleaning - Courts</b>	\$ 30,000	\$ 30,750	\$ 31,519	\$ 32,307	\$ 33,114	\$ 33,942	\$ 34,791	\$ 35,661	\$ 36,552	\$ 37,466	\$ 336,101

Mitchell Park Sports and Community Club - Forecast Operating Statement											
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total 10 Years
Security Expenses	\$ 5,000	\$ 5,125	\$ 5,253	\$ 5,384	\$ 5,519	\$ 5,657	\$ 5,798	\$ 5,943	\$ 6,092	\$ 6,244	\$ 56,017
Building Insurance	\$ 14,000	\$ 14,350	\$ 14,709	\$ 15,076	\$ 15,453	\$ 15,840	\$ 16,236	\$ 16,642	\$ 17,058	\$ 17,484	\$ 156,847
Electricity	\$ 80,000	\$ 82,000	\$ 84,050	\$ 86,151	\$ 88,305	\$ 90,513	\$ 92,775	\$ 95,095	\$ 97,472	\$ 99,909	\$ 896,271
Water	\$ 21,594	\$ 22,134	\$ 22,687	\$ 23,254	\$ 23,836	\$ 24,432	\$ 25,042	\$ 25,668	\$ 26,310	\$ 26,968	\$ 241,926
Gas	\$ 5,000	\$ 5,125	\$ 5,253	\$ 5,384	\$ 5,519	\$ 5,657	\$ 5,798	\$ 5,943	\$ 6,092	\$ 6,244	\$ 56,017
Waste Management	\$ 6,400	\$ 6,560	\$ 6,724	\$ 6,892	\$ 7,064	\$ 7,241	\$ 7,422	\$ 7,608	\$ 7,798	\$ 7,993	\$ 71,702
Marketing	\$ 14,500	\$ 14,863	\$ 15,234	\$ 15,615	\$ 16,005	\$ 16,405	\$ 16,816	\$ 17,236	\$ 17,667	\$ 18,109	\$ 162,449
Admin & Other	\$ 31,000	\$ 31,775	\$ 32,569	\$ 33,384	\$ 34,218	\$ 35,074	\$ 35,950	\$ 36,849	\$ 37,770	\$ 38,715	\$ 347,305
Maintenance & Repairs	\$ 40,000	\$ 41,400	\$ 42,849	\$ 43,920	\$ 45,018	\$ 46,144	\$ 47,297	\$ 48,480	\$ 49,692	\$ 50,934	\$ 455,734
	\$ 281,714	\$ 289,157	\$ 296,800	\$ 304,220	\$ 311,825	\$ 319,621	\$ 327,611	\$ 335,802	\$ 344,197	\$ 352,802	\$ 3,163,748
Total Expenditure	\$ 653,647	\$ 669,645	\$ 686,039	\$ 702,411	\$ 719,175	\$ 736,340	\$ 753,915	\$ 771,910	\$ 790,336	\$ 809,202	\$ 7,292,620
Net MPSCC Operating Cost	\$ 327,947	\$ 335,802	\$ 343,850	\$ 351,668	\$ 359,663	\$ 367,840	\$ 376,203	\$ 384,755	\$ 393,502	\$ 402,447	\$ 3,643,678
Current CoM Operating Costs	\$ 119,800	\$ 122,795	\$ 125,865	\$ 129,011	\$ 132,237	\$ 135,543	\$ 138,931	\$ 142,405	\$ 145,965	\$ 149,614	\$ 1,342,165
Net Incremental Facility Operating Costs	\$ 208,147	\$ 213,007	\$ 217,985	\$ 222,657	\$ 227,427	\$ 232,298	\$ 237,272	\$ 242,351	\$ 247,537	\$ 252,833	\$ 2,301,513



## Stakeholder Consultation

The four potential management options discussed in this report were presented and discussed at the stakeholder project meeting held 4 February 2020 at the Mitchell Park Sports and Community Club.

The following table provides a summary of the stakeholder groups' responses.

Model	Preferred model			
	1 <sup>st</sup> Pref.	2nd	3rd	4th
Manger Appointed by Council	2	2	2	1
Contracted Facility Management Organisation		3	3	1
Shared Management	7	1	1	
Community Board		1	1	5

Note some groups did not indicate 2nd, 3<sup>rd</sup> and/or 4th preferences

### Rank of preferences for stakeholder groups

- 1 Shared Management
- 2 Council Management
- 3 Contract Facility Management Organisation
- 4 Community Board

Club Name; Dover Gardens Dog and Kennel Club

Pref	Model	Pros	Cons
2	Manger Appointed by Council	<ul style="list-style-type: none"> <li>Possible</li> </ul>	<ul style="list-style-type: none"> <li>Clubs could be outnumbered by other clubs</li> <li>How many layers??</li> <li>Hinders Communication</li> </ul>
3	Contracted Facility Management Organisation	<ul style="list-style-type: none"> <li>No</li> </ul>	<ul style="list-style-type: none"> <li>Outside contractor may not have an understanding of all groups involved.</li> <li>May have an understanding of sport group's but not a dog club.</li> </ul>
1	Shared Management	<ul style="list-style-type: none"> <li>Limited Change</li> <li>Existing club maintain control</li> <li>Existing licences</li> <li>yes we are different but currently work well with MPSCC</li> </ul>	<ul style="list-style-type: none"> <li>Clubs do have less control than under existing arrangement</li> <li>We do not need another management meeting</li> <li>Limits direct negotiation with council</li> </ul>
4	Community Board	<ul style="list-style-type: none"> <li>No</li> </ul>	<ul style="list-style-type: none"> <li>Reference Edwardstown</li> </ul>

Club Name: Mitchell Park Sports Club

Pref	Model	Pros	Cons
	Manger Appointed by Council	Not Going To Happen	
	Contracted Facility Management Organisation	Not Going To Happen	
1	Shared Management	<ul style="list-style-type: none"> <li>• Sports Club to keep licence</li> <li>• Sports club to help run all sports + affiliates + Bar + Lounge etc</li> <li>• Dog Club to look after seleves</li> <li>• Community Club to look after selves</li> <li>• Council or external to look after hire of courts etc.</li> </ul>	
	Community Board	Not Going To Happen	

Club Name: Mitchell Park Football Club

Pref	Model	Pros	Cons
4	Manger Appointed by Council	<ul style="list-style-type: none"> <li>Council held responsible/accountable to manage all aspects of operations, finances and neighbourhood requirements</li> </ul>	<ul style="list-style-type: none"> <li>Council controls all avenues of revenue, timetable of events thus minimising potential for existing stakeholders</li> <li>Current users may be forced to retreat to other areas or fold</li> </ul>
2	Contracted Facility Management Organisation	<ul style="list-style-type: none"> <li>Professional operators</li> </ul>	<ul style="list-style-type: none"> <li>Potential basis to influencing organisations?</li> </ul>
1	Shared Management	<ul style="list-style-type: none"> <li>Maintain cohesive relationship with existing stakeholders</li> <li>Revenue share favouring individual sports and groups as they use them</li> <li>Maintain individual identities</li> </ul>	<ul style="list-style-type: none"> <li>Entire facility management</li> <li>Division of services to ensure proper allocation of bills etc.</li> </ul>
3	Community Board		<ul style="list-style-type: none"> <li>Inexperience to run facility of this size and nature</li> <li>Difficulty in making decisions</li> </ul>

Club Name; Mitchell Park Tennis Club

Pref	Model	Pros	Cons
2	Manger Appointed by Council	<ul style="list-style-type: none"> <li>Council informed of every detail</li> </ul>	<ul style="list-style-type: none"> <li>Council control of finances to clubs</li> </ul>
3	Contracted Facility Management Organisation	<ul style="list-style-type: none"> <li>Extra income provided by advertising venue</li> </ul>	<ul style="list-style-type: none"> <li>Disconnected to member clubs</li> </ul>
1	Shared Management	<ul style="list-style-type: none"> <li>Current model works well</li> </ul>	<ul style="list-style-type: none"> <li>Clubs work together and appoint committee</li> </ul>
4	Community Board	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Self Interest of Individual clubs</li> </ul>

Club Name: Mitchell Park Netball Club

Pref	Model	Pros	Cons
3	Manger Appointed by Council		
4	Contracted Facility Management Organisation		
1	Shared Management	<ul style="list-style-type: none"> <li>• More freedom for stakeholders</li> <li>• Income stream available via Bar/kiosk facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Running costs?</li> </ul>
2	Community Board		<ul style="list-style-type: none"> <li>• Cost of wages</li> <li>• Running costs</li> </ul>

\* pros and cons as presented

Club Name: Mitchell Park Cricket Club

Pref	Model	Pros	Cons
	Manger Appointed by Council	NA	Will not work for us in regards to making money for cricket club
	Contracted Facility Management Organisation	NA	As above
1	Shared Management	<ul style="list-style-type: none"> <li>Mitchell Sports Club stay as liquor licence holder and controls facilities and ground usage throughout the year.</li> <li>Has worked well with the other clubs as well in sharing ground for training</li> </ul>	
	Community Board	NA	As above

Club Name; Step into Life

Pref	Model	Pros	Cons
3	Manger Appointed by Council	<ul style="list-style-type: none"> <li>Council aware early of problems</li> </ul>	<ul style="list-style-type: none"> <li>Bias, inability to see clubs needs and potential for influence</li> </ul>
2	Contracted Facility Management Organisation	<ul style="list-style-type: none"> <li>Commercial entity to ensure facility is busy and well utilised</li> </ul>	<ul style="list-style-type: none"> <li>Smaller organisations might get</li> </ul>
1	Shared Management	<ul style="list-style-type: none"> <li>Current model is working within the facilities that are available</li> </ul>	<ul style="list-style-type: none"> <li>Communications and equal access is imperative</li> </ul>
4	Community Board		<ul style="list-style-type: none"> <li>Not enough expertise with business co-operation between organisations to ensure smooth sailing</li> </ul>



Club Name; Austral Phoenix Volleyball Club

Pref	Model	Pros	Cons
1	Manger Appointed by Council	<ul style="list-style-type: none"> <li>• Coherent unbiased management</li> <li>• Reliable, central contact</li> </ul>	<ul style="list-style-type: none"> <li>• Potential profit focus discounts needs of individual clubs</li> </ul>
3	Contracted Facility Management Organisation	<ul style="list-style-type: none"> <li>• Efficiently managed facility</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive for clubs</li> <li>• Clubs may have less input</li> <li>• Reduced profit from bar etc?</li> </ul>
2	Shared Management	<ul style="list-style-type: none"> <li>• Capacity to have strong input by clubs</li> <li>• Capacity to generate income sublease, bar etc</li> </ul>	<ul style="list-style-type: none"> <li>• Favour to existing stakeholders over newcomers</li> </ul>
4	Community Board	<ul style="list-style-type: none"> <li>• Maximise control given to clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of mismanagement due to lack of experience</li> </ul>

Prefer mixed mode Council Manager + shared Management

Club Name; Community Neighbourhood Centre

Pref	Model	Pros	Cons
1 preferred or a mixture of these two options	Manger Appointed by Council	<ul style="list-style-type: none"> <li>• Council knows needs + has resources to attract community and new visitors/users</li> <li>• Fairness, equity inclusion of usage</li> <li>• Professional service/customer experience</li> </ul>	<ul style="list-style-type: none"> <li>• Extra FTE and costs to Council</li> <li>• Not developing the capacity of the community members. Building resilience or council to support services that have been traditionally volunteered based</li> </ul>
	Contracted Facility Management Organisation	<ul style="list-style-type: none"> <li>• Expertise in facility management. Expert organisation should have depth of skills and knowledge tec.</li> </ul>	<ul style="list-style-type: none"> <li>• Money is a driver for these organisations</li> </ul>
	Shared Management	<ul style="list-style-type: none"> <li>• Current status quo of 50 year group running processes</li> </ul>	<ul style="list-style-type: none"> <li>• Very heavy on volunteers who also volunteer particular sports</li> <li>• Nobody promoting new users</li> <li>• Cliques of past behaviours + groups + sport club expectations</li> <li>• Skills gap – eg Treasurer or Executive Office Holders</li> </ul>
	Community Board	<ul style="list-style-type: none"> <li>• Community @ MP locations has been in operation for many years (known and familiar model to them) Question is do they have the capacity to deliver/operate this new facility.</li> </ul>	<ul style="list-style-type: none"> <li>• Edwardstown recent experience shows fragility of model – inexperience board + vested interest</li> </ul>