



COUNCIL AGENDA & REPORTS

for the meeting

Tuesday 10 December 2019
at 6.00pm

in the Council Chamber,
Adelaide Town Hall



Members - The Right Honourable the Lord Mayor [Sandy Verschoor] (Presiding);
Deputy Lord Mayor (Councillor Hyde);
Councillors Abiad, Abrahamzadeh, Couros, Donovan, Hou, Khera, Knoll,
Martin, Moran and Simms.

1. Acknowledgement of Country

At the opening of the Council Meeting, the Lord Mayor will state:

‘Council acknowledges that we are meeting on traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’

2. Acknowledgement of Colonel William Light

Upon completion of the Kurna Acknowledgment, the Lord Mayor will state:

‘The Council acknowledges the vision of Colonel William Light in determining the site for Adelaide and the design of the City with its six squares and surrounding belt of continuous Park Lands which is recognised on the National Heritage List as one of the greatest examples of Australia’s planning heritage.’

3. Prayer

Upon completion of the Acknowledgment of Colonel William Light by the Lord Mayor, the Chief Executive Officer will ask all present to pray -

‘Almighty God, we ask your blessing upon the works of the City of Adelaide; direct and prosper its deliberations to the advancement of your glory and the true welfare of the people of this City. Amen’

4. Memorial Silence

The Lord Mayor will ask all present to stand in silence in memory of those who gave their lives in defence of their Country, at sea, on land and in the air.

5. Apologies and Leave of Absence

Nil

6. Confirmation of Minutes – 19/11/2019 & 28/11/2019

That the Minutes of the meeting of the Council held on 19 November 2019 and the Special meeting of the Council held on 28 November 2019, be taken as read and be confirmed as an accurate record of proceedings.

7. Deputations

8. Petitions

Nil

9. Report of The Committee and Reconciliation Committee

9.1. Recommendations of The Committee – 26/11/2019 [2018/04062] [Page 4]

Recommendation 1	Temporary Use of Public Space Policy
Recommendation 2	Proposed Governance Structure for the River Torrens / Karrawirra Pari
Recommendation 3	Recreation and Sport Community Facilities Grants
Recommendation 4	Rymill Car Park – Trial Results
Recommendation 5	Field Street upgrade
Recommendation 6	Creative and Cultural Vitality Dashboard

- Recommendation 7 Live Music Backline Incentive Scheme
- Recommendation 8 Minister report on future use and status of Lot Fourteen

9.2. Recommendations of The Committee – 3/12/2019 [2018/04062] [Page 9]

- Recommendation 1 Adelaide Aquatic Centre
- Recommendation 2 Tainmuntilla Riparian Restoration Project -Investigation into relocation of Canary Date Palm near Albert Bridge
- Recommendation 3 Prospect Road Park Lands Entry Improvements and Tree Removal
- Recommendation 4 Chinatown and Market District Safety
- Recommendation 5 City of Adelaide - A Welcoming City
- Recommendation 6 City Bikeways Funding Deed – revised scope of works
- Recommendation 7 Meeting Structure 2020-2022
- Recommendation 8 Strategic Plan Progress Report – Quarter 1 2019/20
- Recommendation 9 Unrecoverable Debt Write Off
- Recommendation 10 Building Inspection Policies

9.3. Advice/Recommendations of the Reconciliation Committee – 4/12/2019 [2018/04062] [Page 13]

- Recommendation 1 Stretch RAP 2018-2021 Implementation Progress Report – July to December 2019
- Recommendation 2 Resignation of City of Adelaide Reconciliation Committee Strategic Agency Representative
- Recommendation 3 Kaurna Yerta Aboriginal Corporation (KYAC) Update – Kaurna Cultural Burn

10. Lord Mayor's Reports

11. Councillors' Reports

- 11.1** Reports from Council Members [2018/04064] [Page 15]

12. Reports for Council (Chief Executive Officer's Reports)

Strategic Alignment – Smart

- 12.1.** Adelaide Aquatic Centre - Needs Analysis [2019/01387] [Page 18]
- 12.2.** Unsolicited Proposal - Council Request [2019/01387] [Page 97]
- 12.3.** Lord Mayor Travel to the United States, March 2020 [2019/02296] [Page 104]

Strategic Alignment – Outcome – Green

- 12.4.** Attendance at the National Climate Emergency Summit [2018/04233] [Page 112]

Strategic Alignment – Corporate Activities

- 12.5.** Progress of Motions by Elected Members [2018/04074] [Page 116]
- 12.6.** Quarterly Forward Procurement Report [2018/03945] [Page 119]
- 12.7.** Council Solutions – Winding-up of section 43 Regional Subsidiary [2019/00224] [Page 123]

13. Questions on Notice

- 13.1.** Councillor Khera – Question on Notice – Pop Up Separated Bikeway [Page 128]
- 13.2.** Councillor Martin – Question on Notice – Adelaide Aquatic Centre [Page 129]
- 13.3.** Councillor Martin - Question on Notice – Elected Member Travel [Page 130]
- 13.4.** Councillor Martin – Question on Notice - Lord Mayor Travel 2020 [Page 131]
- 13.5.** Councillor Martin - Question on Notice – Transcript of Legislative Council of SA [Page 132]

14. Questions without Notice

15. Motions on Notice

- 15.1.** Councillor Khera – Motion on Notice – LED Screen Luminance Intensity Regulation [2019/00951] [Page 134]
- 15.2.** Councillor Khera – Motion on Notice – Hutt Street Lighting [2019/00951] [Page 136]

- 15.3.** Deputy Lord Mayor (Councillor Hyde) – Motion on Notice – Park Lands Dry Area [2019/01425] [Page 137]
- 15.4.** Deputy Lord Mayor (Councillor Hyde) – Motion on Notice - Liquor Licensing Changes [2019/01425] [Page 139]
- 15.5.** Councillor Hou – Motion on Notice – Graduate Internship Program [2019/00551] [Page 141]
- 15.6.** Councillor Martin – Motion on Notice – Transcript of Legislative Council of SA [2018/04053] [Page 142]
- 16.** Motions without Notice
- 17.** Exclusion of the Public
 - 17.1.** Exclusion of the Public [2018/04291] [Page 144]
For the following reports of The Committee seeking consideration in confidence
 - 18.1.1.** Recommendation of The Committee in Confidence – 26/11/2019
Recommendation 1 Moonta Street Funding [s 90(3) (j)]
 - 18.1.2.** Recommendation of The Committee in Confidence – 3/12/2019
Recommendation 1 Lease Adelaide Visitor Information Centre [s 90(3) (d)]
 - For the following reports for Council (Chief Executive Officer’s Reports) seeking consideration in confidence
 - 18.2.1.** Citizen of the Year Awards [s 90(3) (a)]
- 18.** Confidential Reports
 - 18.1.** Confidential Report of The Committee
 - 18.1.1.** Recommendation of The Committee in Confidence – 26/11/2019 [2018/04062] [Page 149]
Recommendation 1 Moonta Street Funding
 - 18.1.2.** Recommendation of The Committee in Confidence - 3/12/2019 [2018/04062] [Page 151]
Recommendation 1 Lease Adelaide Visitor Information Centre
 - 18.2.** Confidential Report for Council (Chief Executive Officer’s Reports)
Strategic Alignment – Corporate Activities
 - 18.2.1.** Citizen of the Year Awards [2018/04164] [Page 154]
- 19.** Closure

Recommendations of The Committee - 26/11/2019

ITEM 9.1 10/12/2019
Council

Program Contact:
Rudi Deco, Manager Governance
8203 7422

2018/04062
Public

Approving Officer:
Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY:

The Committee considered the following Items at its meeting held on 26 November 2019 and resolved to present to Council the following recommendations for Council determination:

- Item 5.1 – Temporary Use of Public Space Policy
- Item 5.2 – Proposed Governance Structure for the River Torrens / Karrawirra Pari
- Item 5.3 – Recreation and Sport Community Facilities Grants
- Item 5.4 – Rymill Car Park – Trial Results
- Item 5.5 – Field Street upgrade
- Item 5.6 – Creative and Cultural Vitality Dashboard
- Item 5.7 – Live Music Backline Incentive Scheme
- Item 5.8 – Minister report on future use and status of Lot Fourteen

The Lord Mayor will seek a motion for each of the recommendations presented by The Committee below for determination by Council.

RECOMMENDATION:

1. **Recommendation 1 – Temporary Use of Public Space Policy**

That Council:

1. Adopts the draft temporary use of public space policy, Attachment A to Item 5.1 on the Agenda for the meeting of The Committee held on 26 November 2019, for Public Consultation, with the addition of a revised Guiding Principle 1.
 “Public space in the City of Adelaide belongs to the people of Adelaide and all South Australians and should be used for the public good.”
2. Notes the progress made to date to remove red tape and investigate opportunities to consolidate permits and application processes for businesses.
3. Notes that the results of the Public Consultation and the Draft Temporary Use of Public Space Policy will be brought back to Council for adoption in March 2020.

2. Recommendation 2 - Proposed Governance Structure for the River Torrens / Karrawirra Pari

That Council:

1. Notes the report commissioned by the Adelaide and Mount Lofty Ranges Natural Resource Management Board (AMLR NRM) regarding the proposed governance structure for the River Torrens as provided in Attachment A to Item 5.2 on the Agenda for the meeting of The Committee held on 26 November 2019.
2. Notes the joint feedback prepared by senior representatives from River Torrens catchment councils on the proposed governance structure as provided in Attachment B to Item 5.2 on the Agenda for the meeting of The Committee held on 26 November 2019.
3. Authorises the Chief Executive Officer or delegate to provide the following feedback to the AMLR NRM in relation to the proposed governance structure:

That the City of Adelaide:

- 3.1. Provides in principle support for the *Convener and Roundtable Model* as the governance structure for the River Torrens subject to consideration of the following:
 - 3.1.1. The new governance structure should be established as a subgroup or committee of Green Adelaide (once established) under the *Landscape South Australia Bill 2019*.
 - 3.1.2. The Roundtable and Convener report directly to Green Adelaide (once established) under the *Landscape South Australia Bill 2019*.
 - 3.1.3. The Roundtable cannot mandate financial contributions from the City of Adelaide.
 - 3.1.4. Funding of the new governance structure and administrative functions be borne by the AMLR NRM (Green Adelaide once established).
 - 3.1.5. Council supports the appointment of five Independent Members to the Roundtable with the appropriate skills and expertise.
- 3.2. Provides in principle support for the establishment of the River Torrens as a living, integrated, 'natural entity' as part of any required legislative amendments to establish the proposed new governance structure.
- 3.3. Advises its final position is subject to, and will be dependent on, the completion of the Kaurna position on management and governance of watercourses within their country.

3. Recommendation 3 - Recreation and Sport Community Facilities Grants

That Council:

1. Approves a 2019/20 grant recommendation of \$19,382 to the Adelaide Harriers Little Athletics Centre for the establishment of an athletics discus cage in Blue Gum Park/Kurangga (Park 20) as included in Attachment A to Item 5.3 on the Agenda for the meeting of The Committee held on 26 November 2019.

4. Recommendation 4 – Rymill Car Park – Trial Results

That Council:

1. Notes the results of the 12-month trial undertaken for the public car park in Rymill Park/Murlawirrapurka (Park 14).
2. Authorises the Chief Executive Officer or delegate to grant an additional 18 Parking Permits to the Adelaide Bowling Club during their Pennant bowling season (Wednesday only - October-March).
3. Notes that the 18 additional permits will be reviewed once the Quentin Kenihan Play Space is completed and a car parking utilisation survey is undertaken to assess new demand.

5. Recommendation 5 – Field Street upgrade

That Council:

1. Approves public consultation be undertaken using the concept contained in Attachment A to Item 5.5 on the Agenda for the meeting of The Committee held on 26 November 2019, in accordance with Section 32 of the *Road Traffic Act 1961*.

2. Notes that a report will be brought back to Council to consider any feedback provided as part of the consultation and to seek approval of the alteration of Field Street into a one-way street for motor vehicles and retaining two-way access for bicycles.

6. Recommendation 6 – Creative and Cultural Vitality Dashboard

That Council:

1. Approves the Creative and Cultural Vitality Dashboard for 2017/18, as presented in Attachment A to Item 5.6 on the Agenda for the meeting of The Committee held on 26 November 2019.
2. Approves an annual reporting cycle to Council in respect to the status of the Creative and Cultural Vitality Dashboard data.

7. Recommendation 7 – Live Music Backline Incentive Scheme

That Council:

1. Approves the development of a one year pilot matched-contribution incentive scheme for city-based venues to purchase, store and maintain bulky music equipment (backline) for the free use of musicians at the venue.
2. Approves the allocation of \$18,000 as a 2019-20 Q2 budget reconsideration to enable the delivery of a one year pilot matched-contribution incentive scheme.

8. Recommendation 8 – Minister report on future use and status of Lot Fourteen

That Council:

1. Receives the report provided by the Minister for Planning pursuant to section 23 of the *Adelaide Park Lands Act 2005* provided as Attachment A to Item 5.8 on the Agenda for the meeting of The Committee held on 26 November 2019 regarding the future use and status of the former Royal Adelaide Hospital site now known as Lot Fourteen.
2. Authorises the Chief Executive Officer to request further detail from the State Government regarding how the following ambitions in the Minister for Planning's section 23 Report will be achieved:
 - 2.1. *The redeveloped hospital site will become another defining feature to the City of Adelaide and contribute to the economic and social wellbeing of the city by being transformed into a global innovation neighbourhood. When fully established, thousands of people will work at or visit the site.*
 - 2.2. *Lot Fourteen will be a pedestrian friendly precinct which supports access by cycling, walking and public transport. Strong north-south and east-west connections will be established to link the site with surrounding park lands.*
3. Endorses the general greening, park, plaza, courtyard and open frontage elements of the proposed Master Plan (as shown in Figure 1 in Item 5.8 on the Agenda for the meeting of The Committee held on 26 November 2019) as being broadly consistent with the future of the Park Lands site identified in the Adelaide Park Lands Management Strategy (as adopted by the City of Adelaide in December 2016 and the then Minister for Planning in August 2017), but opposes the lease of any part of the site for an hotel to host events or offer accommodation or the construction of any residential apartments to be offered for sale.
4. Authorise the Chief Executive Officer to seek from the Minister the inclusion in the Master Plan for Lot Fourteen of a route for the Adelaide Park Lands Trail along the eastern edge of the site adjacent the Botanic Gardens, connecting the current Rundle Park / North Terrace section of the Trail to Frome Park.
5. In order to secure the future retention of the planned open space component of Lot Fourteen (in recognition of the site's status as Park Lands), seeks that the Minister, in order of preference:
 - 5.1. Transfers that portion of Lot Fourteen to the City of Adelaide in perpetuity for its care, control and management, or
 - 5.2. In consultation with the Board of the Botanic Gardens and State Herbarium, seeks the transfer of that portion of Lot Fourteen to the Botanic Gardens and State Herbarium in perpetuity for its care, control and management, or

- 5.3. Should the transfer of the open space components not occur, seeks:
- 5.3.1. That a land management agreement with the Urban Renewal Authority, pursuant to section 57 of the *Development Act 1993* regarding the future use and management of that land, or
 - 5.3.2. The assurance of the State Government that the proposed open space component, will be retained in perpetuity.
6. Authorise the Chief Executive Officer to remind the State Government of its obligation, pursuant to section 20 of the *Adelaide Park Lands Act 2005*, to prepare a management plan for Lot Fourteen in recognition of the site's status as Park Lands.
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DISCUSSION

1. The table below summarises the deliberations of The Committee that resulted in recommendations to Council for Council determination.

The Committee Agenda with reports for the public component of the meeting of The Committee can be viewed [here](#).

The Committee adopted the recommendations as presented in the Committee report under Items 5.2, 5.3, 5.4, 5.5, 5.5, 5.6 & 5.7, recommendations 2, 3, 4, 5, 6 & 7 for Council determination.

The Committee adopted a revised recommendation as presented in the Committee reports under Items 5.1 & 5.8, recommendations 1 & 8 for Council determination.
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ATTACHMENTS

Nil

- END OF REPORT -

Recommendations of The Committee - 3/12/2019

ITEM 9.2 10/12/2019
Council

Program Contact:
Rudi Deco, Manager Governance
8203 7422

2018/04062
Public

Approving Officer:
Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY:

The Committee considered the following Items at its meeting held on 3 December 2019 and resolved to present to Council the following Recommendations for Council determination:

- Item 5.1 – Adelaide Aquatic Centre
- Item 5.2 – Tainmuntilla Riparian Restoration Project -Investigation into relocation of Canary Date Palm near Albert Bridge
- Item 5.3 – Prospect Road Park Lands Entry Improvements and Tree Removal
- Item 5.4 – Chinatown and Market District Safety
- Item 5.5 – City of Adelaide - A Welcoming City
- Item 5.6 – City Bikeways Funding Deed – revised scope of works
- Item 5.7 – Meeting Structure 2020-2022
- Item 5.8 – Strategic Plan Progress Report – Quarter 1 2019/20
- Item 5.9 – Unrecoverable Debt Write Off
- Item 5.10 – Building Inspection Policies

The Lord Mayor will seek a motion for each of the recommendations presented by The Committee below for determination by Council.

RECOMMENDATION:

1. Recommendation 1 - Adelaide Aquatic Centre

That Council:

1. Receives the report.

2. Recommendation 2 - Tainmuntilla Riparian Restoration Project -Investigation into relocation of Canary Date Palm near Albert Bridge

That Council:

1. Does not approve the removal of the Canary Date Palm in Tainmuntilla (Park 11) near Albert Bridge (Frome Road).

3. Recommendation 3 - Prospect Road Park Lands Entry Improvements and Tree Removal

That Council:

1. Approves the removal of 17 existing trees in Yam Daisy Park / Kantarilla (Park 3) as shown in Attachment A to Item 5.3 on the Agenda for the meeting of The Committee held on 3 December 2019.
2. Notes the design for Denise Norton Park / Pardipardirylla (Park 2) and along Prospect Road including the new replacement tree planting to each side of Prospect Road as shown in Attachment B to Item 5.3 on the Agenda for the meeting of The Committee held on 3 December 2019.

4. Recommendation 4 - Chinatown and Market District SafetyThat Council:

1. Notes that Administration undertook two perceptions of safety audits and extensive trader consultation, resulting in data and maps contained in Attachment A to Item 5.4 on the Agenda for the meeting of The Committee held on 3 December 2019.
2. Approves a schedule of lighting works and tree trimming following a technical lighting audit, as outlined in the map in Attachment B to Item 5.4 on the Agenda for the meeting of The Committee held on 3 December 2019.
3. Approves the implementation of a Local Trader CCTV Rebate Scheme as outlined in Attachment C to Item 5.4 on the Agenda for the meeting of The Committee held on 3 December 2019.
4. Notes that \$112,938 will be included in the 20/21 Integrated Business Plan and Budget to address the cost implications of recommendation 2.
5. Notes that \$50,000 will be included for Council's consideration in 2019/20 Q2 Budget Reconsideration Report in February 2020 to address the cost implications of recommendation 3.
6. Requests the Lord Mayor write to the Minister for Police requesting further police patrols within the Market District to increase perceptions of safety in the precinct.

5. Recommendation 5 - City of Adelaide - A Welcoming CityThat Council:

1. Notes the work completed to date to audit Council activity against the Welcoming Cities Standard and achieve *Established City* status.
2. Notes the six emerging themes identified through formative conversations with multicultural communities in the city and related pilot initiatives to begin to address these.
3. Notes that \$25,000 will be included for Council's consideration in 2019/20 Q2 Budget Reconsideration report in February 2020.

6. Recommendation 6 - City Bikeways Funding Deed – revised scope of worksThat Council:

1. Approves the removal of the point-to-point bike share scheme feasibility study from the scope of works for the City Bikeways Funding Deed with the State Government, with the \$1 million funding to be allocated to the delivery of the North-South and East-West Bikeways instead.

7. Recommendation 7 - Meeting Structure 2020-2022That Council:

1. Adopts the following meeting structure from 1 February 2020:
 - 1.1 Ordinary meetings of the Council will be held on a Tuesday once per month commencing at 5.30pm in the Council Chamber, Adelaide Town Hall.
 - 1.2 Ordinary meetings of The Committee will be held on a Tuesday twice each month, except for December and January, commencing at 5.30pm in the Colonel Light Room, Adelaide Town Hall.

- 1.3 A special meeting of the Council or The Committee may be convened in the fourth week of each month and held in the Colonel Light Room as required, subject to the Chief Executive Officer's determination, in consultation with the Presiding Member, that there is sufficient business to be transacted at the meeting.
- 1.4 That voting on, or recommending any item will be exclusive only to Council and Special Council Meetings.
2. Authorises the Chief Executive Officer to vary the date, time or place of the meeting of Council or The Committee after liaison with the relevant Presiding Member.

8. Recommendation 8 – Strategic Plan Progress Report – Quarter 1 2019/20

That Council:

1. Receives the *Strategic Plan Progress Report Quarter 1 2019-20* as included in Attachment A to Item 5.8 on the Agenda for the meeting of the Committee held 3 December 2019.

9. Recommendation 9 - Unrecoverable Debt Write Off

That Council:

1. Approves the permanent write-off of non-recoverable debts totalling \$117,647 as per Item 5.9 on the Agenda for the meeting of The Committee held on 3 December 2019.

10. Recommendation 10 - Building Inspection Policies

That Council:

1. Endorses the 'City of Adelaide submission to draft State Planning Commission Practice Direction X – Council Inspection Policies' for submission to the State Planning Commission as detailed in Attachment A to Item 5.10 on the Agenda for the meeting of The Committee held on 3 December 2019.
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DISCUSSION

1. The table below summarises the deliberations of The Committee that resulted in a recommendation to Council for Council determination.

The Committee Agenda with reports for the public component of the meeting of The Committee can be viewed [here](#).

The Committee adopted the recommendations as presented in the Committee report under Items 5.1, 5.3, 5.5, 5.8, 5.9 & 5.10, recommendations 1, 3, 5, 8, 9 & 10 for Council determination.
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The Committee adopted a revised recommendation as presented in the Committee report under Item 5.2, 5.4, 5.6 & 5.7, recommendation 2, 4, 6 & 7 for Council determination.

ATTACHMENTS

Nil

- END OF REPORT -

Advice/Recommendations of the Reconciliation Committee - 4/12/2019

ITEM 9.3 10/12/2019
Council

Program Contact:
Rudi Deco, Manager Governance
8203 7442

2018/04062
Public

Approving Officer:
Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY:

The City of Adelaide Reconciliation Committee is required to recommend to Council a Reconciliation Action Plan, provide input to policy development and strategic advice and monitor the implementation of the guiding principles of Council's Reconciliation Vision Statement across Council.

The Reconciliation Committee met on Wednesday 4 December 2019. See [here](#) for the Reconciliation Committee Agenda.

The deliberations of the Reconciliation Committee have resulted in the presentation of the following recommendations to Council to:

- Stretch RAP 2018- 2021 Implementation Progress Report.
- Resignation of City of Adelaide Reconciliation Committee Strategic Agency Representative.
- Kurna Yerta Aboriginal Corporation (KYAC) Update – Kurna Cultural Burn.

The Lord Mayor will seek a motion for each recommendation presented by the Reconciliation Committee below for determination by Council.

ADVICE/RECOMMENDATION:

1. **Recommendation 1** - Stretch RAP 2018-2021 Implementation Progress Report – July to December 2019

That Council:

1. Notes the report.

2. **Recommendation 2** - Resignation of City of Adelaide Reconciliation Committee Strategic Agency Representative

That Council:

1. Receives the resignation of Mr Trevor Lovegrove, Strategic Agency representative of the Department of State Development Employment Directorate, on the City of Adelaide Reconciliation Committee, Attachment A to Item 5.2 on the Agenda for the meeting of the Reconciliation Committee held on 4 December 2019.
2. Notes the Department for Innovation and Skills (that superseded the Department of State Development) process to fill the vacant Strategic Agency Representative position.

3. **Recommendation 3** - Kurna Yerta Aboriginal Corporation (KYAC) Update – Kurna Cultural Burn

That Council:

1. Notes the significance of the reintroduction of Cultural Burning practices on Kurna Country to support the reconnection to Culture and Country by young Kurna people and to assist in the broader reconciliation process.

2. Supports the proposed Cultural Burn to be held in Golden Wattle Park/Mirnu Wirra (Park 21 West) in Winter 2020 as being consistent with actions and objectives in the endorsed Stretch Reconciliation Action Plan 2018-2021 and Integrated Biodiversity Management Plan 2018-2023.
3. Notes that the proposed burn will be a partnership between the Kurna Community and the City of Adelaide and supported logistically by the State Government Department for Environment and Water Fire Management Division.

ATTACHMENTS

Nil

- END OF REPORT -

Reports from Council Members

ITEM 11.1 10/12/2019
Council

2018/04064
Public

Program Contact:
Rudi Deco, Manager Governance
8203 7442

Approving Officer:
Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY:

This report is presented to:

1. Advise Council of Council Member activities and the functions that Council Members have attended on behalf of the Lord Mayor.
2. Provide a summary of Council Members meeting attendance.

Council Members can table reports on activities undertaken on relevant external Boards and Committees where they are representing Council and these reports will be included in the Minutes of the meeting.

RECOMMENDATION:

THAT COUNCIL

1. Notes the Council Member activities and functions attended on behalf of the Lord Mayor (Attachment A to Item 11.1 on the Agenda for the meeting of the Council held on 10 December 2019).
2. Notes the summary of Council Members meeting attendance (Attachment B to Item 11.1 on the Agenda for the meeting of the Council held on 10 December 2019).
3. Notes that reports from Council Members tabled at the meeting of the Council held on 10 December 2019 be included in the Minutes of the meeting.

ATTACHMENTS

Attachment A – Council Member activities and functions attended on behalf of the Lord Mayor

Attachment B – Summary of meeting attendance

- END OF REPORT -

FUNCTIONS ATTENDED ON BEHALF OF THE LORD MAYOR: 15 November 2019 - 10 December 2019			
COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
Councillor Hyde	23 November 2019	Adelaide 48 Hour Film Project Awards	Attended and presented Best Film of Adelaide 2019, the top prize of the competition
	28 November 2019	RenewAdelaide	Welcomed attendees to the RenewAdelaide function
	4 December 2019	National Live Music Awards	Presented the award for Best Live Act in SA
Councillor Khera	7 December 2019	Adelaide Rally	Welcomed attendees to the Adelaide Rally
Councillor Donovan	22 November 2019	Radio Italia Uno	Attended the inaugural ceremony at the new premises of Radio Italia Uno

COUNCIL MEMBER MEETINGS AND EVENTS ATTENDED			
COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
Deputy Lord Mayor Abiad	21 November 2019	Adelaide Central Market Board Meeting	Attended as member of the Board
Deputy Lord Mayor Abiad	2 December 2019	Adelaide Central Market Board Meeting	Attended as member of the Board
Councillor Knoll	18 November 2019	Rundle Mall Management Board Meeting	Attended as member of the Board
Councillor Hou	20 November 2019	StudyAdelaide Board Meeting	Attended as member of the Board
Councillor Donovan	3 December 2019	Stormwater Management Board Meeting	Attended as member of the Board

COUNCIL MEMBER TRAVEL			
COUNCIL MEMBER	DATE	LOCATION	COUNCIL MEMBER'S REPORT
Councillor Hyde	15 November 2019	Sydney	At the Council meeting held 22 October 2019 approval was given for me to represent the City of Adelaide at the Global Cities After Dark forum held in Sydney. Global Cities After Dark is a one day forum, held annually. The forum approaches night time culture from a global perspective. I had the opportunity to hear from a range of international and local experts on nightlife, city planning, policy-making and health and safety. The forum heard from four keynote speakers, including Ben Van Houten from San Francisco "Planning for Creativity - Policies to protect San Fran's \$6 billion nightlife, Judith Noijen from Amsterdam "Balancing Risk and Pleasure", Professor Gesa Ziemer and Holger Prang "CityScope for future nightlife precincts" and House of Yes. Nightlife as a cultural and economic driver in cities has become much more important from a local as well as a State, National and International perspective and has its challenges within the City of Adelaide as well as all over the world. It is important for creative industries to be able to prosper and grow and the key to its success is through transport and mobility, public health and safety, city planning and place making, legislation and regulatory process.
Councillor Couros	28 - 29 November 2019	City of Melbourne - Multicultural Hub	At the Council meeting held 24 September 2019, and following an invitation from Grace Portolesi and the Board of AMES Australia, approval was granted for me to travel to Melbourne to visit the AMES Australia Multicultural Hub, owned by the City of Melbourne and managed by AMES Australia. The visit gave me the opportunity to follow up on my motion as approved by Council on 25 June 2019 - "That Council, noting the success of the City of Melbourne model, requests administration to prepare a feasibility report on the benefits of a Multicultural Hub based in the City of Adelaide and identifies existing community assets that can be utilised for this purpose". I met with Cath Scarth - CEO, Maria Tsopanis - Senior Manager Community Development and Social Participation and Grace Portolesi - SA Advisor and was given a tour of the Multicultural Hub facility which is situated just next to the Queen Victoria Markets. Later in the day I met with Laurie Nowell, Media Manager at the Hub. The Hub was extremely impressive with its main focus successfully allowing many different cultures to come together in one place to learn, work and share in a safe environment. I would like to see, moving into the future, the City of Adelaide having its own active, vibrant and inclusive hub.

Meeting attendance

	Adelaide Park Lands Authority 14 November 2019	Audit Committee - Special Meeting 18 November 2019	Strategic Planning & Development Policy Committee - Special Meeting 18 November 2019	The Committee - Special Meeting 18 November 2019	The Committee - Special Meeting 19 November 2019	Council 19 November 2019	Audit Committee - Special Meeting 25 November 2019	Council Assessment Panel 25 November 2019
Lord Mayor Sandy Verschoor	✓	✓	✓	✓	✓	✓		
Councillor Houssam Abiad			✓	✓	✓	✓		
Councillor Arman Abrahamzadeh					✓	✓		
Councillor Mary Couros			✓	✓	✓	✓		
Councillor Helen Donovan								
Councillor Simon Hou			✓	✓	✓	✓		
Councillor Alex Hyde	✓		✓	✓	✓	✓		
Councillor Jessie Khera			✓	✓	✓	✓		
Councillor Franz Knoll			✓	✓	✓	✓		
Councillor Phillip Martin		✓	✓	✓	✓	✓	✓	
Councillor Anne Moran			✓	✓	✓	✓		✓
Councillor Robert Simms			✓	✓	✓	✓		
# in Attendance	2	2	10	10	11	11	1	1

	The Committee 26 November 2019	The Committee - Special Meeting 28 November 2019	Council - Special Meeting 28 November 2019	The Committee 3 December 2019	Reconciliation Committee 4 December 2019	Meetings held	Meetings attended
Lord Mayor Sandy Verschoor		✓	✓	✓	✓	12	10
Councillor Houssam Abiad	✓	✓	✓	✓		8	8
Councillor Arman Abrahamzadeh						8	2
Councillor Mary Couros	✓			✓		8	6
Councillor Helen Donovan	✓	✓		✓	✓	9	4
Councillor Simon Hou	✓	✓	✓	✓		8	8
Councillor Alex Hyde	✓	✓	✓	✓		9	9
Councillor Jessie Khera	✓	✓	✓	✓		8	8
Councillor Franz Knoll	✓	✓	✓	✓	✓	9	9
Councillor Phillip Martin	✓	✓	✓	✓		10	10
Councillor Anne Moran	✓	✓	✓	✓		9	9
Councillor Robert Simms	✓	✓	✓	✓	✓	9	9
# in Attendance	10	10	9	11	4		

Key:

	Apology
	Leave
	Not a Member
	Proxy Member

2019/01387

Public

Program Contact:Tom McCreedy, AD Property &
Commercial 8203 7313**Approving Officer:**Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY

On 19 February 2019, Council received an unsolicited proposal from the Adelaide Football Club (AFC) in relation to the development of a training and administration / sports and community aquatics facility based at Denise Norton Park / Pardipardinyilla (Park 2), which is the current site of the Adelaide Aquatic Centre.

In August 2019, an independent consultant was engaged to undertake a 'Needs Analysis' to ascertain the scale and key features that should be prioritised to best meet the current and future needs of the community if Council was to replace the existing Adelaide Aquatic Centre (AAC) with a new facility.

This report provides Council Members with a summary of the 'Draft Needs Analysis' findings, including a copy of the Consultant's 'Draft Needs Analysis' Report and the next steps, including Community consultation.

The purpose being, to assist Council Members in their understanding of the current and future demand for aquatic and recreational facilities (with a 20 year outlook) in the City of Adelaide (CoA), specifically noting population growth forecasts, Council's strategic objectives, and age-based requirements of the users over time.

If endorsed by Council, the findings of the 'Needs Analysis' will inform the AFC concept development and assist Council in its decision making with respect to the 'Unsolicited Proposal' or the potential scale and level of investment required if Council was to undertake its own redevelopment of the existing AAC as an aquatics and recreation facility.

RECOMMENDATION

THAT COUNCIL

1. Receives the draft Report titled 'Aquatic and Leisure Centre, Draft Needs Analysis - December 2019 - City of Adelaide' as shown in Attachment A to Item 12.1 on the Agenda for the meeting of the Council held on 10 December 2019.
2. Endorses the Communication and Engagement Plan as shown in Attachment B to Item 12.1 on the Agenda for the meeting of the Council held on 10 December 2019 for the purposes of commencing public consultation on the 'Draft Needs Analysis'.
3. Notes that a workshop will be facilitated with Council Members at the conclusion of the consultation period to evaluate the community consultation results, further evaluate the 'Draft Needs Analysis' Report and seek feedback from Council Members of any matters that require further consideration. Following the workshop, Administration will address any matters identified by Council Members with the Consultant to finalise the 'Needs Analysis' for Council's consideration and endorsement as early as possible thereafter.

IMPLICATIONS AND FINANCIALS

<p>City of Adelaide 2016-2020 Strategic Plan</p>	<p>Strategic Alignment – Smart</p> <ul style="list-style-type: none"> • Supports a review of Council businesses to determine best management models • Aims to provide operational efficiency and greater value for money through enhanced effectiveness and greater use of the facility by the community. <p>Strategic Alignment – Liveable</p> <ul style="list-style-type: none"> • Create a world class sporting and community infrastructure incorporating universal access. • Aims to provide Council with an understanding of the facilities and attractions needed to meet the needs and expectations of growing high-density communities living in and near the City • Opportunity to increase participation by the broadest range of residents in the community life of their neighbourhood. <p>Green</p> <ul style="list-style-type: none"> • Supports the embedding of better environmental performance into new and existing developments.
<p>Policy</p>	<p>The Adelaide Park Lands Management Strategy and relevant Community Land Management Plan provide direction for the future development and use of the Park Lands.</p> <p>As there is no legislated consultation required under the Unsolicited Proposals Process the City of Adelaide Community Consultation Policy does not apply.</p> <p>A Communication and Engagement Plan developed to ensure our Community and other stakeholders are fully engaged throughout all future stages of the Unsolicited Proposal process.</p>
<p>Consultation</p>	<p>Whilst not a legislated requirement, should Council endorse the Communication and Engagement Plan, community consultation on the findings of the 'Needs Analysis' will commence as early as practicable following the Council Meeting on 10 December 2019 and run for a period of no less than 10 weeks.</p> <p>At the conclusion of the consultation period, a workshop will be facilitated with Council Members to consider the community consultation results and further evaluate the findings of the 'Draft Needs Analysis' report and seek feedback from Council Members of any matters that require further consideration.</p>
<p>Resource</p>	<p>Currently being resourced from the Property and Commercial Program operating budget.</p>
<p>Risk / Legal / Legislative</p>	<p>There are no risk/legal/legislative implications arising out of this report.</p>
<p>Opportunities</p>	<p>To inform Council and the Community as to the findings of the 'Draft Needs Analysis' and provide an opportunity for feedback / ideas.</p>
<p>19/20 Budget Allocation</p>	<p>Not as a result of this report</p>
<p>Proposed 20/21 Budget Allocation</p>	<p>Not as a result of this report</p>

Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
19/20 Budget Reconsideration (if applicable)	Currently being resourced and funded from the Property and Commercial Program operating budget.
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. On 19 February 2019, Council received an unsolicited proposal from the Adelaide Football Club (AFC) in relation to the development of a sports and community aquatics facility based at Denise Norton Park / Pardipardinyilla (Park 2), which is the current site of the Adelaide Aquatic Centre (AAC).
2. In August 2019, an independent consultant was engaged to undertake a 'Needs Analysis' to ascertain the scale and key features that should be prioritised to best meet the current and future needs of the community if Council was to replace the existing AAC with a new facility.
3. The findings would inform the AFC concept development and assist Council in its decision making with respect to the 'Unsolicited Proposal' or the potential scale and level of investment required if Council was to undertake its own redevelopment of the existing AAC as a Community aquatics and recreation facility.
4. The consultant was responsible for the following deliverables:
 - 4.1. Review current participation rates and identify the social value of aquatic facilities to the local and broader community.
 - 4.2. Ascertain the future demand for an aquatics and recreation facility in the CoA.
 - 4.3. Investigate the Adelaide aquatic market segments, participation trends, broader industry trends, competitor analysis and provide benchmarking.
 - 4.4. Undertake a review of best practice, design, facility components, operation and management, car parking provision, ecological sustainable design (ESD), past/similar project learnings and industry trends/findings.
 - 4.5. Prepare feasibility assessment of the broad "options" addressing economic, social and environment aspects.
 - 4.6. Provide a high-level analysis of likely investment required to address CoA's needs within a new community aquatics and recreation facility.
5. In summary, the 'Draft Aquatic and Leisure Centre Needs Analysis – City of Adelaide' draws the followings conclusions:
 - 5.1. The existing facility has effectively reached the end of its lifecycle and requires significant investment in the next 10 years.
 - 5.2. The demand for future participation based on the site location is in excess of 1 million visits currently and 1.3 million visits by 2030 (refer pages 9 to 13 and the ActiveXchange demand analysis in Section 8).
 - 5.3. There are very few locations in Australia where a new facility would have this level of demand, hence the location is unique.
 - 5.4. Research indicates that a contemporary replacement facility will exceed the pre-existing facility visitation numbers by 40%.
 - 5.5. The current AAC building footprint is approximately 12,000m² while an example facility with over 1 million visitations (PARC in Frankston, Victoria) has a smaller building footprint of 7,200m², a difference of 4,800m². Note: PARC does not have event spectator seating or a diving pool.
6. The report provides four strategic options relating to potential redevelopment scenarios for a new 'Aquatic & Recreation facility' that speaks to scale, services, costs and potential visitation.
7. A preliminary review was undertaken on the option of an 'outdoor facility' and as a result of the projected high demand, current provision of outdoor pools in the area (e.g. Payneham, Norwood, George Bolton and Unley), associated costs with operating an outdoor facility and stronger alignment with the Active City Strategy Principles of 'Maximize Participation', 'Optimal Facilities and Operations' and 'Economic Sustainability', it is identified that the provision of indoor facilities is a higher priority.
8. An indoor facility option would maximise financial performance, enhance accessibility, provide all year round usage and maximise site utilisation.
9. In addition to the above consideration, a review of a hypothetical scenario based on the decommissioning / demolition of the current centre and returning the site to Park Lands was undertaken.
10. While not yet verified, it is estimated that to demolish the Centre and return the site to Park Lands could cost between \$6 - \$7 million and consideration would also need to be given to other real costs such as resources and other unknown costs that could arise.

11. On 19 November 2019, Council resolved that Council:
 - 11.1. Sets a deadline for Adelaide Football Club to submit detailed concepts for their proposed facility to Council for public release in the agenda and papers for the Council meeting to be held 10 December 2019.
 - 11.2. Sets a deadline for Administration's Needs Analysis to be publicly released in the agenda and papers for the Council meeting to be held 10 December 2019.
 - 11.3. Launches an extensive public consultation on both to help determine the scale and service offering of a new state of the art Adelaide Aquatic Centre. Consultation shall commence on or before 31 January 2020.
 - 11.4. If it does not receive the above reserves the right to not accept the Adelaide Football Club proposal.
12. A separate report on the AFC draft proposal to date is included in the agenda for the Council meeting on 10 December 2019.
13. This report provides Council Members with a summary of the 'Draft Needs Analysis' findings, including a copy of the Consultant's 'Draft Needs Analysis' Report and the next steps, including Community consultation.
14. At a public briefing, prior to the Council meeting on the 10 December 2019, the Consultant engaged to undertake the Needs Analysis will provide a presentation to Council Members that outlines the research, findings and key messages of the 'Draft Needs Analysis'.
15. In addition, the motion requested that extensive public consultation on both the 'Draft Needs Analysis' and AFC's detailed concepts commences on or before 31 January 2020.
16. While consulting on the 'Draft Needs Analysis' is not a legislated requirement, a Communication and Engagement Plan as shown in **Attachment B**, has been prepared.
17. The Communication and Engagement Plan outlines the proposed consultation methodology and recommends:
 - 17.1. 10 weeks of targeted engagement with AAC users / City of Adelaide (CoA) rate payers / adjacent councils and wider community across multiple channels/mediums as per below:
 - 17.1.1. Online consultation to commence as soon as practicable following the Council meeting on 10 December 2019
 - 17.1.2. Consultation via all other channels/mediums commencing no later than 13 January 2019
 - 17.2. Provide findings to Council and AFC by 31 March 2020.
18. It should be noted that in our Community Engagement Strategy, endorsed by Council in 2012, we state the following:
 - 18.1. *"Community engagement can take place at any time of the year (excluding the Christmas period) and is dependent on Council's program of work."*
19. It is important to note high visitations to the AAC occurs during January and February so undertaking Community engagement and consultation during this period should attract the highest potential response rate due to summer activation at the AAC.
20. At the conclusion of the consultation period, a workshop will be facilitated with Council Members to consider the community consultation results, further evaluate the findings of the 'Needs Analysis' Report and seek feedback from Council Members on any matters that require further consideration.
21. Following the workshop, Administration will address any matters identified by Council Members with the Consultant to finalise the 'Needs Analysis' Report for Council's consideration and endorsement as early as possible thereafter.
22. Next Steps:
 - 22.1. The 'Aquatic and Leisure Centre, Draft Needs Analysis - December 2019 - City of Adelaide' will be made available for public viewing on Council's public 'Your Say' website (<https://yoursay.cityofadelaide.com.au/>) following the meeting of Council on 10 December 2019.
 - 22.2. Community engagement and consultation on the findings of the 'Draft Needs Analysis' will commence as early as practicable following the meeting of Council on 10 December 2019 and run for a period of not less than 10 weeks.

- 22.3. A workshop will be facilitated with Council Members at the conclusion of the consultation period to evaluate the community consultation results and further evaluate the findings of the report. Feedback from community consultation and Council Members will be provided to the consultant for inclusion and finalisation of the 'Needs Analysis' report.
- 22.4. The final 'Needs Analysis' will be presented back to Council for consideration and endorsement. If endorsed, the 'Needs Analysis' will allow the AFC to finalise its 'Detailed Proposal' for Councils consideration.

ATTACHMENTS

Attachment A – Report titled 'Aquatic and Leisure Centre, Draft Needs Analysis - December 2019 - City of Adelaide'.

Attachment B – Communication and Engagement Plan - Draft Needs Analysis

- END OF REPORT -

AQUATIC AND LEISURE CENTRE DRAFT NEEDS ANALYSIS

DECEMBER 2019
CITY OF ADELAIDE



WARRENGREENCONSULTING

**AQUATIC AND LEISURE CENTRE
DRAFT NEEDS ANALYSIS
CITY OF ADELAIDE**

December 2019

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Executive Summary

Adelaide Aquatic Centre Background

The Adelaide Swimming Centre was constructed as an outdoor pool in the Adelaide Park Lands in 1969 and redeveloped in 1985 as the indoor state based aquatic facility and renamed Adelaide Aquatic Centre (AAC). To meet the diverse community need, a further redevelopment occurred in 1990 with the addition of some shallow water spaces. In 2018/19 the AAC had 714K visitations with revenue of \$6.2M.

In late 2009 the SA Government in association with the City of Marion and the Australian Government, funded a \$100 million project to construct a new State Aquatic and Leisure Centre (SAALC) to service not only the community but also elite level athletes and major events. SAALC has hosted national aquatic events including the Australian Swimming Championships and Olympic Trials. This has resulted in the AAC being repositioned as a community-based service provider but with the significant legacy constraint of being designed as the state based centre.

A recent review of the asset condition of the AAC indicated that the required short-term (years one to three) capital expenditure could be in the range of \$4M to \$6M, with longer term (years four to ten) potentially in the range of \$10M to \$15M depending on the scope. Hence, subject to scope, the total capital works over next 10 years could be in the range of \$14M to \$21M. While these works would address the condition of the asset, they would not necessarily enhance the services provided or reduce operational costs. Examples of identified areas requiring major works include: dive pool, 50m pool boom, eastern grandstand, spa, sauna, steam room, changerooms and dive platforms.

A review of the AAC design and function compared to a contemporary aquatic and leisure facility indicates that as a result of its age and the staged development that it has relatively poor facilities for children, health and wellness users and the creche while it is at practical capacity with the swim school program. It also has only adequate facilities for people with special needs. The review indicates while the AAC is a functional facility, no facility components are rated as excellent and this impacts the overall performance of the Centre. The key weaknesses include the scale of the Centre and the associated energy and maintenance requirements, the general facility condition, the lack of family changerooms, the limited shallow pool space at peak times and the poor quality and size of the health and wellness area. Key strengths of the Centre include the accessibility to lap swimming and the range of aquatic spaces.

From a performance perspective it is noted that while the ACC has relatively high annual visitation numbers, the overall financial performance is poor predominately as a result of the design (i.e. large in size, extensive water areas, etc), the age and the condition of the asset. When compared to major facility industry benchmarks the following points are noted:

- AAC visits per annum of 714K are 39% lower than the benchmark average of 1.17M.
- The net performance of AAC of an approximate deficit of \$1.03M¹ is a significant net performance variation of \$2.19M when compared to benchmark average for best practice facilities of a \$1.17M surplus.
- The combined swim school and health and wellness number of approximately 4,000 for AAC is significantly lower than the combined average of 7,970. This variation accounts for a significant component of the variation in total AAC revenue when compared to the other facilities.
- Overall revenue per square metre at AAC of \$524 is 58% less than the benchmark average of \$1,243. In addition, annual visits per square metre at AAC of 60 are 47% less than the benchmark average of 114. Both of these performance measure comparisons are substantially influenced by the large AAC facility footprint.
- Overall visits per catchment of 4.3 are 62% less than the benchmark average of 11.2 visits per head of population.
- The AAC gym area of 373sqm is 51% less than the benchmark average of 764sqm.

¹ Includes a one off membership accrual adjustment of \$349K

From an AAC usage perspective, it is noted that City of Adelaide residents were the fourth highest users (7.7% of users) behind the City of Port Adelaide Enfield (22.6%), City of Charles Sturt (17.1%) and the City of Prospect (16.5%). Based on this analysis it is also noted that the City of Prospect has the highest participation number per head of residents with an indicative 5.5 visits per head, followed by the Town of Walkerville with 3.5 visits per head and the City of Adelaide with 2.2 visits per head.

In summarising the design, performance and function of the AAC the following key points are highlighted. It is identified that the fundamental design of the AAC has evolved around a 50 year old facility and it is now in poor condition requiring an estimated capital investment of up to \$21M over the next 10 years (an investment that won't deliver any substantial functional benefits). The Centre was redeveloped as a state based aquatic facility but no longer performs this function and rates poor in many areas for customer experience. The Centre has a very large building footprint for its visitation numbers and a high operational subsidy particularly given that approximately only 8% of users are City of Adelaide residents.

Based on this analysis it is therefore concluded that the AAC is rapidly nearing the end of its practical and functional life.

Future Planning Context

In considering the future needs associated with an aquatic and leisure centre, the Council's Active City Strategy (2013-2023) provides a framework for facility and service provision through the identification of six key principles, these principles are:

- Maximise participation: Council will support multi-purpose facilities and infrastructure redevelopments that achieve multiple outcomes and result in maximum participation by the community.
- Health and wellbeing for all: All people, regardless of age, cultural background, socio-economic status or ability will be supported to be physically active in the City. Barriers to participation, such as cost and physical access will be addressed.
- Optimal facilities and operations: We will provide the best possible experiences for residents, workers, students and visitors through a place-making approach that is informed by the community. We will trial new and innovative ideas for providing physical activity opportunities in the City.
- Working with partners: We will partner with other government agencies, educational institutions, community organisations and the leisure industry to deliver more opportunities or deliver opportunities sooner.
- Economic sustainability: We will ensure that our major leisure facilities are commercially responsive to the market and managed in a manner that ensures maximum participation and value for money.
- An informed and educated community: In partnership with the health and leisure industry, we will communicate the benefits of pursuing an active and healthy lifestyle and promote the range of physical activity opportunities available in the City.

A review of local government aquatic service provision, which also included a review of private sector provision, found that: there is a very low level of provision for warm water pools (hydrotherapy) and leisure pools (for children) and that apart from SAALC and Aquadome (which are 15km and 24km away respectively) there are no other indoor 50m pools in the area. It is also noted that there are no local or state government aquatic facilities in the neighbouring areas of the City of Charles Sturt, the City of Prospect and the Town of Walkerville.

Consultation with facility operators highlighted the importance of providing quality facilities, services and adequate spaces for swim school and health and wellness as these areas can account for two thirds of the total income and hence under-pin financial success while also maximising community benefit. On many occasions these core business areas have been underspecified in new facilities resulting in ongoing management challenges.

Industry Research

In relation to ownership models for an aquatic and leisure facility, the following potential options are identified:

- Council ownership: a traditional model as per AAC and ARC Campbelltown.
- State government ownership: as per The Parks Recreation and Sports Centre and SAALC.
- Shared Regional Ownership: as per the Fleurieu Aquatic Centre (Victor Harbour) where The Fleurieu Regional Aquatic Centre Authority (the Authority), is a regional subsidiary established under Section 43 of the Local Government Act 1999 by its Constituent Councils; City of Victor Harbor and Alexandrina Council. The Authority was established in August 2015 to enable joint ownership and management of the aquatic centre. The Authority is governed by a board of management that is responsible for ensuring the Authority acts in accordance with its Charter and all other relevant legislation. The Board consists of five members (one elected member from each constituent council and three independent members). The facility management is outsourced to the YMCA.
- Privately or sports club owned.

A summary of the potential main management model options are noted as follows:

- Inhouse operation by Council (e.g. AAC).
- Outsourced (e.g. SAALC).
- Council Company (e.g. PARC or Wyndham Leisure in Victoria).
- Hybrid arrangement (e.g. an in-house model but using 'casual' staff provided by a labour hire company).
- Operated by a third-party partner.

A review of contemporary aquatic and leisure facility costs indicates that projects in design in Victoria have a floor space development cost per square metre of around \$5,400. A review of aquatic and leisure redevelopments indicates that the average increase in participation has been 40% while greenfield replacement facilities have seen visitation increases of two to over three times greater. Research also indicates that the provision of car parking is a key determinant of participation with the optimal level of provision being about one car park per 2,500 visits (e.g. 400 car parks for 1M visits which would be an area of approximately 12,000sqm).

Whilst aquatic and leisure facilities have traditionally been focused on the provision of programs and services for sport, fitness, recreation and education (e.g. learn to swim), demographic and social factors are changing with new drivers such as: multi-culturalism, ageing populations, higher density lifestyles, mental / brain health and a desire to belong to a community. These factors are contributing to a demand for a new range of facilities and services including the provision of: warm water pools, quality social spaces, enhanced family leisure facilities, general health services through quality health and wellness areas, enhanced universal design and a diverse range of changeroom alternatives. All of these areas are gaps in the current provision at AAC.

The positioning of an aquatic and leisure facility as an urban sanctuary is now more applicable to the aim of getting More People, More Active, More Often. A strong emphasis in the European market for example is to focus on creating a relaxing environment that has a strong social interaction focus. Another critical trend has been the significant increase in utility costs which is having a big impact on the financial sustainability of aquatic facilities with large water volumes and building areas. Due to this, and also environmental factors, environmental design considerations have been increasingly important.

Demand Analysis and Indicative Development Scenarios

A comprehensive assessment of the demand for an aquatic and leisure centre at the current AAC site indicates that for 2019 it is conservatively estimated that there is demand for at least 955,000 visitations per annum. It is estimated that there is demand for 2,952 health and wellness members, 2,731 swim school members. Based on the consulting team's separate benchmarking and demand analysis this is projected to be in excess of 1M visitations per annum. For context, this site would be one of the few remaining new sites in Australia to attract this level of annual visitations.

A further assessment of projected demand in 2030 indicates that it is estimated that there is demand for approximately 1.3M+ visitations per annum. With consideration to future population growth, it is projected that in 2030 there is demand for 4,457 health and wellness members, 4,084 swim school members for a combined total of 8,500 which is more than twice the current AAC total of 4,000.

Based on this demand analysis, it is also determined that a new greenfield facility catering for this demand would result in a total Social Value saving of \$4.57M per annum for benefits associated with the reduced risk of drowning, reduced risk of chronic and acute health conditions and health system savings.

Based on the research undertaken, four indicative development scenarios are provided below which in summary are:

1. An optimal option which meets the identified future demand for 1.3M+ annual visitations.
2. A growth option which could accommodate approximately 1M visitations per annum.
3. A comparable visitation option which could accommodate visitation numbers similar to those at the AAC (i.e. 714K per annum).
4. A local facility option which could accommodate 500K visitations (i.e. with a focus on servicing City of Adelaide residents).

Item	Optimal Visitations	Growth Visitations	AAC Comparable Visitations	Local Facility Visitations
Indicative Visits (p.a.)	1,300,000	1,000,000	714,000	500,000
Car Park Provision	520	400	286	200
Site Area (sqm)				
- Building Area	9,286	7,692	5,950	4,545
- Car Park Area	15,600	12,000	8,568	6,000
- Circulation	1,244	985	726	527
- Total Area	26,100	20,700	15,200	11,100
Indicative Cost	\$60,200,000	\$49,800,000	\$38,600,000	\$29,500,000
Indicative Facility Components	50m pool Spectator seating Learn to swim Leisure water (large) Warm water pool (large) Spa, sauna & steam Gym (large) Program rooms Creche Café Service areas	25m pool (large) Learn to swim Leisure water (large) Warm water pool (large) Spa, sauna and steam Gym (large) Program rooms Creche Café Service areas	25m pool (large) Learn to swim Leisure water Warm water pool Spa, sauna and steam Gymnasium Program rooms Creche Café Service areas	25m pool Learn to swim / toddler's pool Warm water pool (small) and spa Gymnasium Program rooms Children's area Café Service areas

1 Introduction

The Adelaide Aquatic Centre (the AAC or the Centre) is located in Denise Norton Park/ Pardipardinyilla (Park 2) in North Adelaide and was originally built in 1969 as an outdoor facility.

The AAC, which was redeveloped and enclosed in 1985, was an elite training and competition venue for aquatic sports until 2011 when the State Aquatic and Leisure Centre in Marion was developed. Since this time, the AAC has predominately performed the function of a community facility.

In servicing the community, the ACC offers a diverse range of programs and services and currently draws visitors from all over the metropolitan Adelaide and country areas. Key activities include swimming lessons, leisure activities, recreational swimming and health and wellbeing programs. In 2018/19 the Centre had 714K visitation and averaged approximately 2,420 swim school participants and 1,639 members.

Given the age and condition of the AAC, the change in function and the future population projections, the City of Adelaide have now determined to conduct a holistic review of the AAC services with the intent of guiding future planning consistent with the principles of the Active City Strategy.

The first component of the holistic process is this Needs Analysis which aims to undertake a review of future community demand and the need associated with a potentially new community aquatics and leisure centre.

Project Process

In undertaking this Needs Analysis Study, the following process has been undertaken by the consulting team.

- Project inception to clarify the project background and intent.
- Background information review including: a review of the AAC, review of relevant Council policy, strategies and plans and general research associated with future planning.
- Consultation with Council Executive, relevant Council Officers and neighbouring local government operators (Note: project has not included any external consultation with this to be determined subsequent to this Needs Analysis).
- Industry trends and benchmarks including a review of best practice facilities, review of relevant literature and an analysis of the consulting team's intellectual property.
- Competition, demand and needs analysis involving a comprehensive assessment by ActiveXchange.
- Identification of preliminary findings and workshopping with Council Officers.
- Completion of final report outlining the key findings.

2 Adelaide Aquatic Centre Overview

As background to the Aquatic and Leisure Centre Needs Analysis, an overview of the AAC is provided below.

2.1 AAC History

Swimming and other aquatic activities have been conducted in the City of Adelaide for more than 150 years. The City Baths were first constructed in 1860 and subsequently rebuilt in 1940 until replaced and relocated in the Park Lands with the Adelaide Swimming Centre in 1969. The introduction of aquatic sports into the Park Lands created a suitable venue in pleasant surroundings for major competitive events.

Late in the 1970's the need for an all-year-round venue was recognised and following lengthy research; a decision to enclose the Centre was reached. The Centre was redeveloped as a joint project by Commonwealth, State and Local Governments at a cost of \$8.25 million. The Adelaide Aquatic Centre was officially opened on 13th October 1985 by the Federal Minister of Sport and Recreation, the Premier of South Australia and the Lord Mayor of Adelaide.

It became apparent from the first full year of operation that the Centre would not be able to meet all of the demands of patrons. With increased usage by all of the aquatic sports, coupled with greater demand for water space by people seeking to increase their fitness through swimming, a conflict soon occurred between people wishing to use the Centre for recreational purposes and those involved in aquatic sports.

In 1989, work commenced on the construction of a leisure facility development comprising a free formed swimming area to complement the existing facility and ease the demand for space at the Centre. The leisure pools were officially opened on 25th March 1990 by the then Lord Mayor Steve Condous, during the 150th Anniversary celebrations of the City of Adelaide. This project was fully funded by the City of Adelaide. A new front entrance was completed in December 1993 to create a distinctive focal point for the Centre.

In late 2009 the SA Government in association with the City of Marion and the Australian Government, funded a \$100 million project to construct a new State Aquatic and Leisure Centre which could service not only the community but athletes and major events. This resulted in the Adelaide Aquatic Centre being repositioned as a community-based service provider.

In mid-2011 the Adelaide Aquatic Centre underwent a \$6 million-dollar project to replace the existing roof. This was the start of planned upgrades to reinvigorate the Centre. In late 2013 the Centre received funding to continue its upgrades. This time works focused on an upgrade to the leisure pools, retiling of the 50 metre pool along with the addition of accessible ramps and lifts. There was also an upgrade to water filtration and heating equipment in an effort to improve the energy and water efficiency of the Centre and reduce running costs.

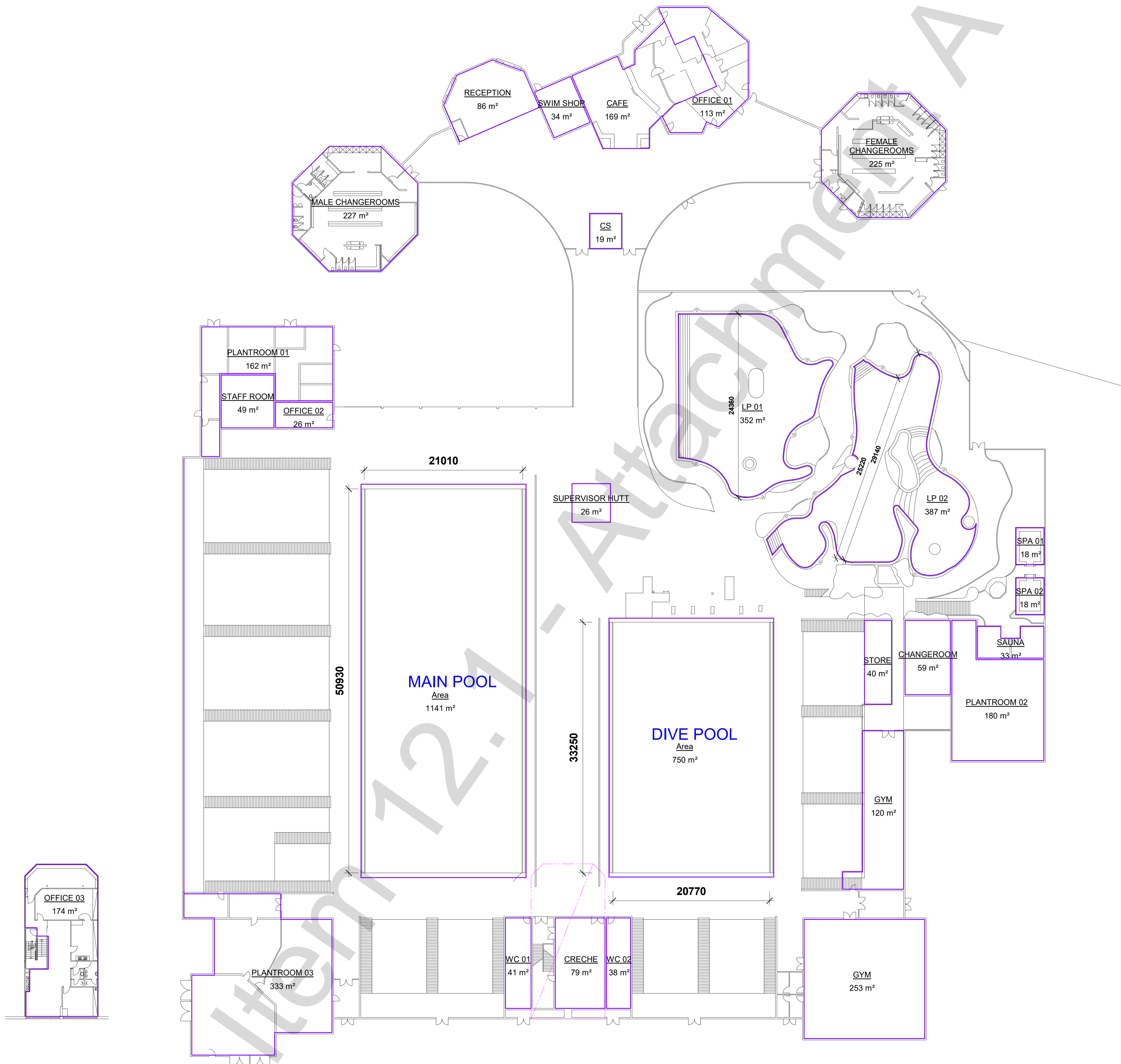
2.2 Site, Design and Facilities

A summary of the facilities is listed below with an aerial map and photos in Appendix A.

- Aquatics facilities: 50m pool, dive pool, program/leisure pools, slide, spa and sauna.
- Dry facilities: gymnasium, creche and café.
- Ancillary areas: reception, retail area, changerooms, office space, physiotherapy service, leased office space and operations areas.
- There is a total of 266 car parks including 10 disabled car parks.

The total building footprint excluding car parking is approximately 11,900sqm with the total approximate site footprint being 29,000sqm. Images of the site footprint and the AAC functional areas are provided on following pages.





2.3 Financial Performance Summary

The table below provides a summary of the AAC financial performance for the previous two financial years with a further analysis provided in the Industry Benchmarking section.

Note: the 2018/19 financials include a one-off membership accrual adjustment of \$349K.

Item	2018/19	2017/18
Income	\$6,239,678	\$6,325,867
Expenditure	\$7,266,021	\$6,938,011
Net Performance	(\$1,026,342)	(\$612,143)

Table 1: AAC Financial Performance

A breakdown of income by area is provided below and this indicates that recreation swim is the highest income area accounting for 36% of the total income. The health club and learn to swim income combined account for approximately 45% of the total income which is significantly lower other major aquatic and leisure facilities where these two areas generally account for in excess of 60% of income. The AAC situation is predominantly due to the low health club income which is directly related to the size, condition and quality of the health club area.

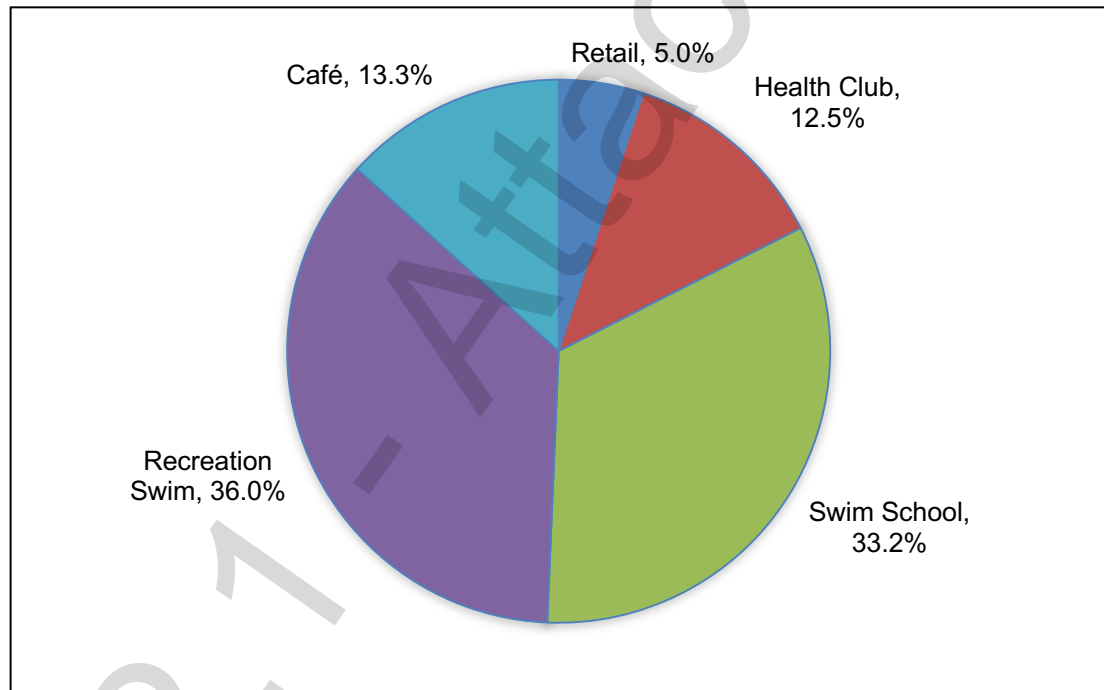


Chart 1: AAC Income Breakdown

2.4 Usage Information

Relevant information associated with the usage of AAC is outlined below with further analysis provided in the Industry Benchmarking section.

Visitations

The table below provides a summary of visitation and user group members.

Summary	2018/19	2017/18
Annual Visits	714,035	688,037
Swim School Average Number	2,420	2,199
Membership Average Number	1,639	1,710

Table 2: AAC Annual Visitations and LTS & Membership Numbers

The following additional visitation and usage information from 2018/19 is also relevant to the Aquatic and Leisure Centre Needs Analysis with further details provided in Appendix B.

- There were 25 school-based swimming carnivals in the main pool and these consisted of: 15 in 50m mode with 10 in 25m mode, average spectator/participant numbers of 470 with two carnivals having just over 1,000. Four of these carnivals were combined school events.
- There were four other (non-school) carnivals with two of these being in 50m mode and the other in 25m mode.
- There were four regional water polo events in the dive pool with average spectator / participant numbers of 150.
- Overall dive pool bookings for the year consisted of 702 hours of water polo, 9 hours of scuba, 14 hours of swimming and 104 hours of other bookings for a total of 829 hours booked for the year. This equates to an average of 2.2 hours of booked time per day which is a relatively low level of usage.
- There were approximately 144 separate individual school visits to the Centre consisting of 21 swim carnivals, 35 end of year activity days, 8 excursion visits and 80 school OSHC programs.

In addition to the above it is noted that the 50m pool has a movable boom and is configured in 50m mode on Monday Wednesday and Friday mornings from 6am to 9am and some weekend times (approximately 14 hours per week) and in 25m mode for the remainder of the week. A count of morning lap swimmers across several weeks indicated an average of 29 lap swimmers at any time with a peak of 50 to 55 (only on Mondays).

Usage by Local Government Area

The table below provides a summary of the average number of swim school participants, multi-visit users and members by local government area (where data is available). This table indicates that the local government areas with the highest usage levels are City of Port Adelaide Enfield (1,268), City of Charles Sturt (960) and City of Prospect (923) followed by the City of Adelaide (429).

Local Government Area	Swim School	Multi-visit	Membership	Total
Port Adelaide Enfield	661	246	361	1,268
Charles Sturt	406	289	265	960
Prospect	525	141	257	923
Adelaide	144	124	161	429
Norwood Payneham St Peters	133	111	70	314
Burnside	140	118	37	295
Salisbury	127	91	76	294
West Torrens	94	74	89	257
Town of Walkerville	114	52	51	217
Campbelltown	68	53	22	143
Unley	43	69	30	142
Tea Tree Gully	31	36	35	102
Other	61	132	62	255
Total (where Postcodes Known)	2,547	1,536	1,516	5,599

Table 3: Visits by User Local Government Area

Further to the above, if it was assumed that this usage information represents broad based usage details for all AAC user groups then the table below shows the extrapolated visitations by local government area for the 2018/19 visitations number of 714,035.

This table indicates that when compared to the City of Adelaide that both the City of Prospect and the Town of Walkerville have higher visitation numbers per head of population of 5.5 and 3.5 respectively. This is most likely a direct result of the location of the AAC which is on the northern border of the City of Adelaide.

It is also noted that the City of Prospect, which has a comparable population to that of the City of Adelaide, has both higher estimated visitation numbers to the AAC and higher visits per head of population.

Local Government Area	Percentage of Total Visits	Indicative Visit Numbers	2018 Population (ABS)	Visits per Head
Port Adelaide Enfield	22.6%	161,707	126,120	1.3
Charles Sturt	17.1%	122,428	117,382	1.0
Prospect	16.5%	117,709	21,259	5.5
Adelaide	7.7%	54,710	24,794	2.2
Norwood Payneham St Peters	5.6%	40,044	36,750	1.1
Burnside	5.3%	37,621	45,760	0.8
Salisbury	5.3%	37,494	142,555	0.3
West Torrens	4.6%	32,775	60,105	0.5
Town of Walkerville	3.9%	27,674	7,944	3.5
Campbelltown	2.6%	18,237	51,469	0.4
Unley	2.5%	18,109	47,980	0.4
Tea Tree Gully	1.8%	13,008	47,700	0.3
Other	4.6%	32,520	NA	NA
Total (for Known Postcodes Only)	100.0%	714,035		

Table 4: Indicative Visits by User Local Government Area

A graph of the indicative number of visits by LGA is provided below.

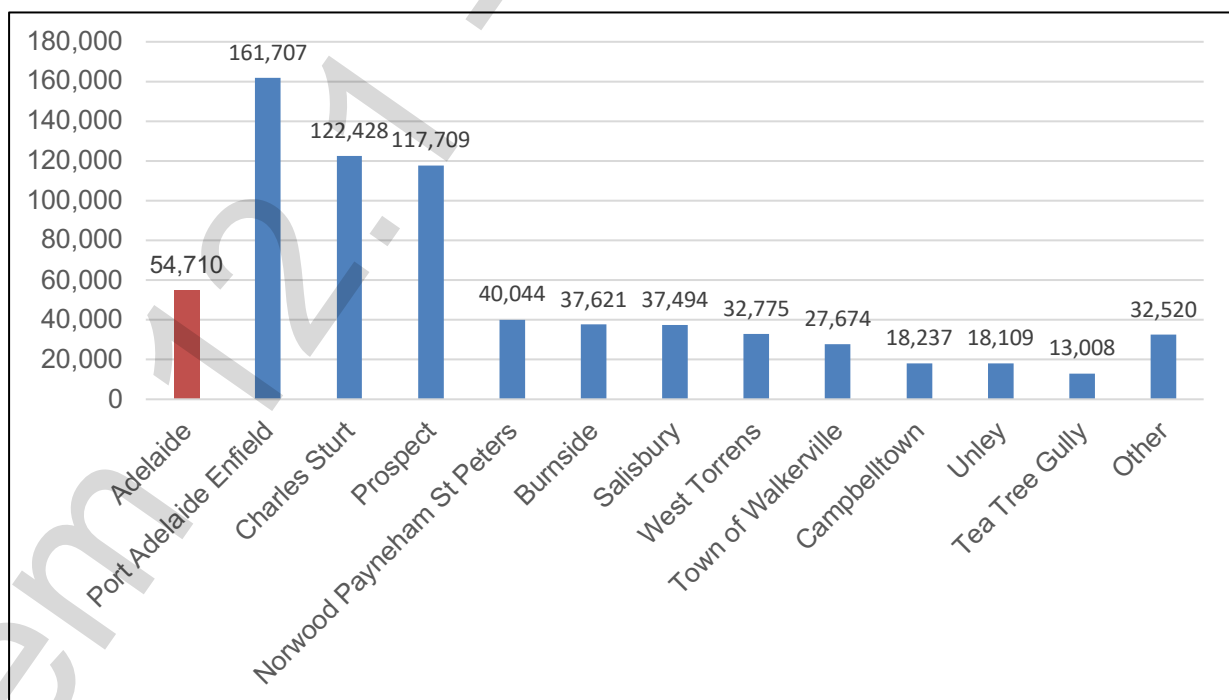


Chart 2: Indicative Visitation Numbers by AAC User LGA

A pie-chart of the indicative number of visits by LGA is provided below.

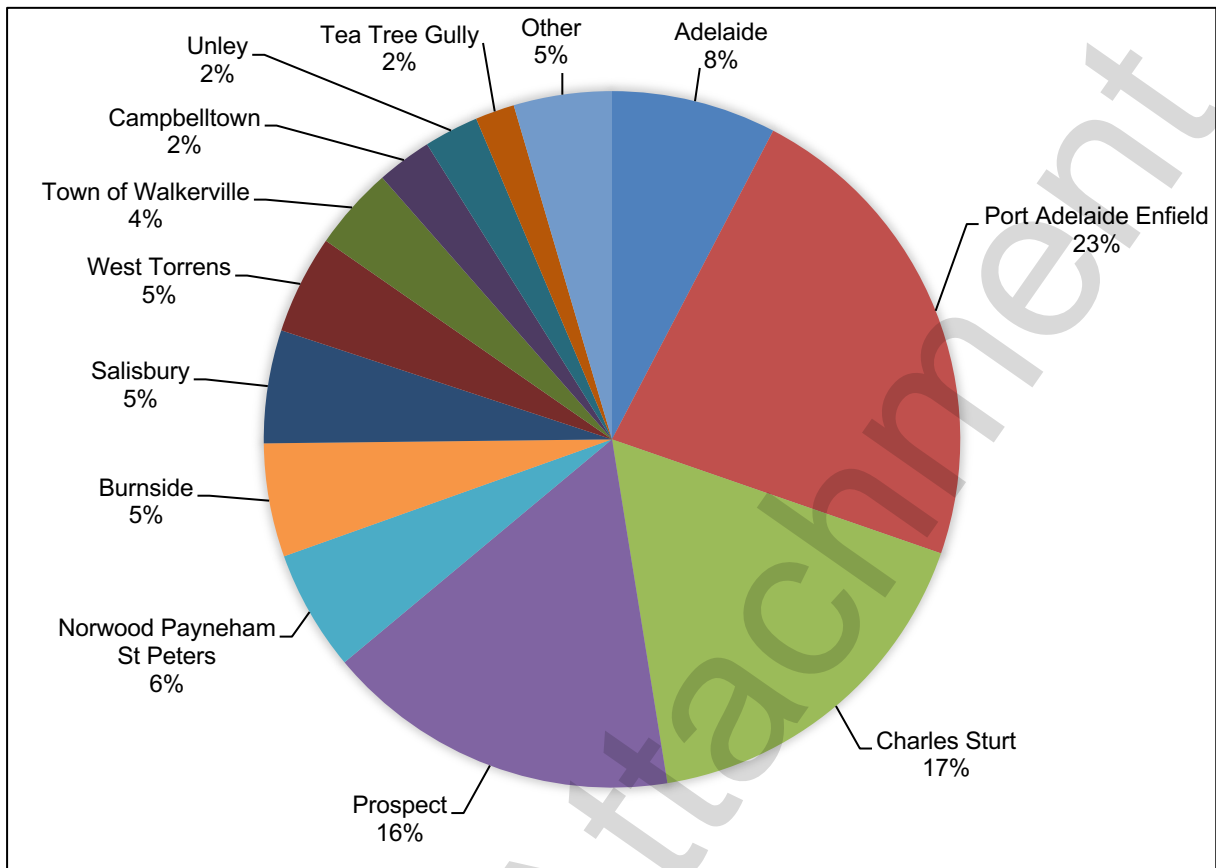


Chart 3: Indicative Visitation Numbers by AAC User LGA

Mapping of the residential locations of swim school participants, multi-visit pass users and members are provided below.

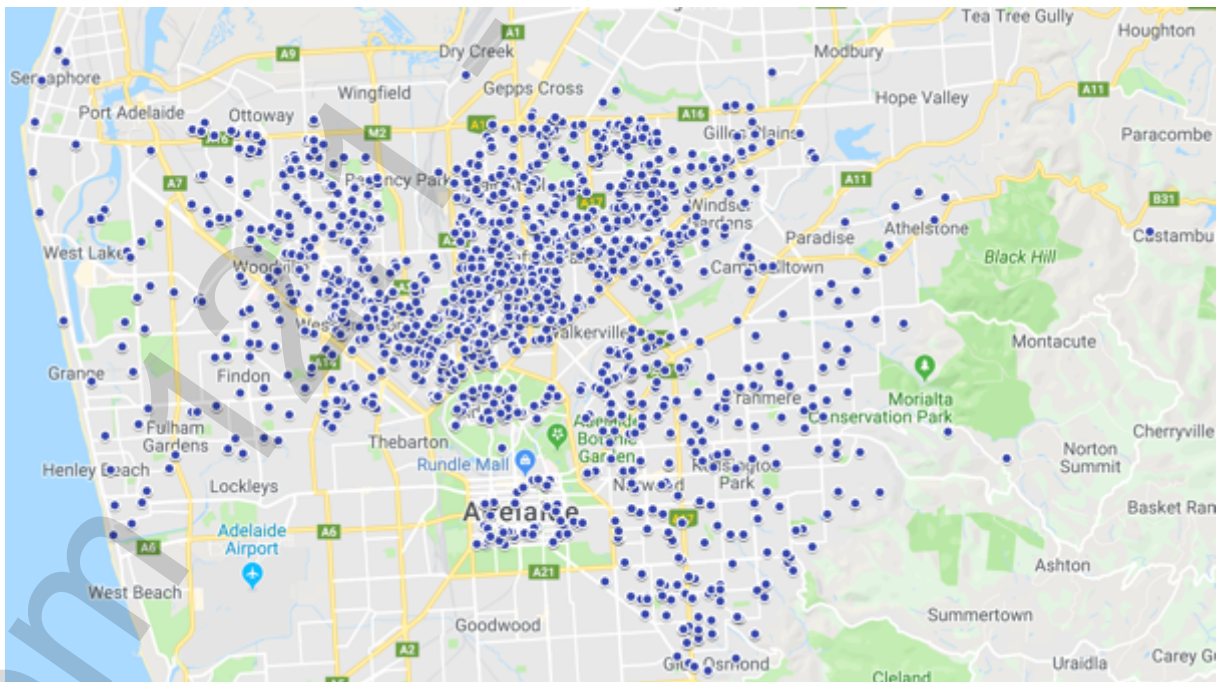


Image 1: Swim School Participant Residential Mapping

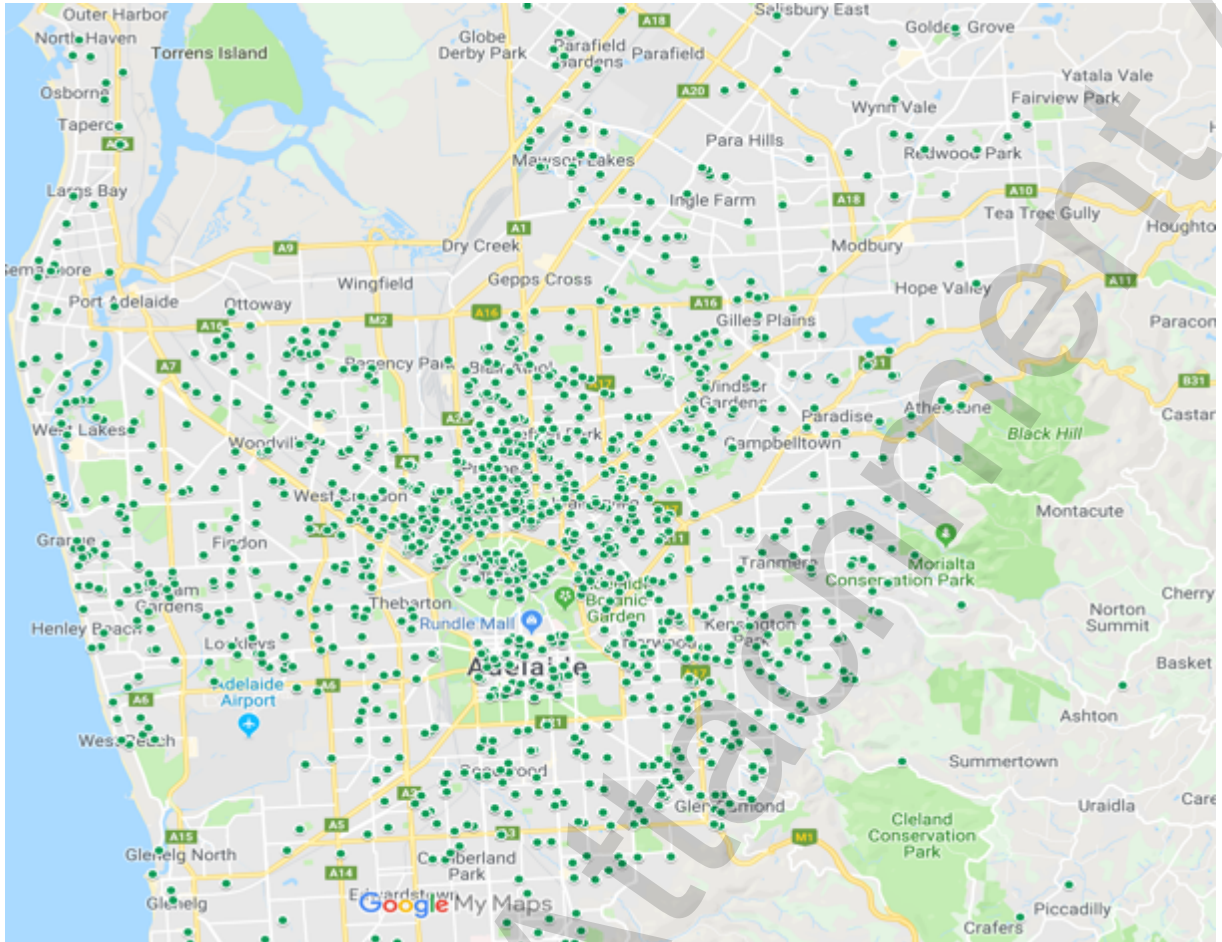


Image 2: Multi-Visit Pass Holder's Residential Mapping

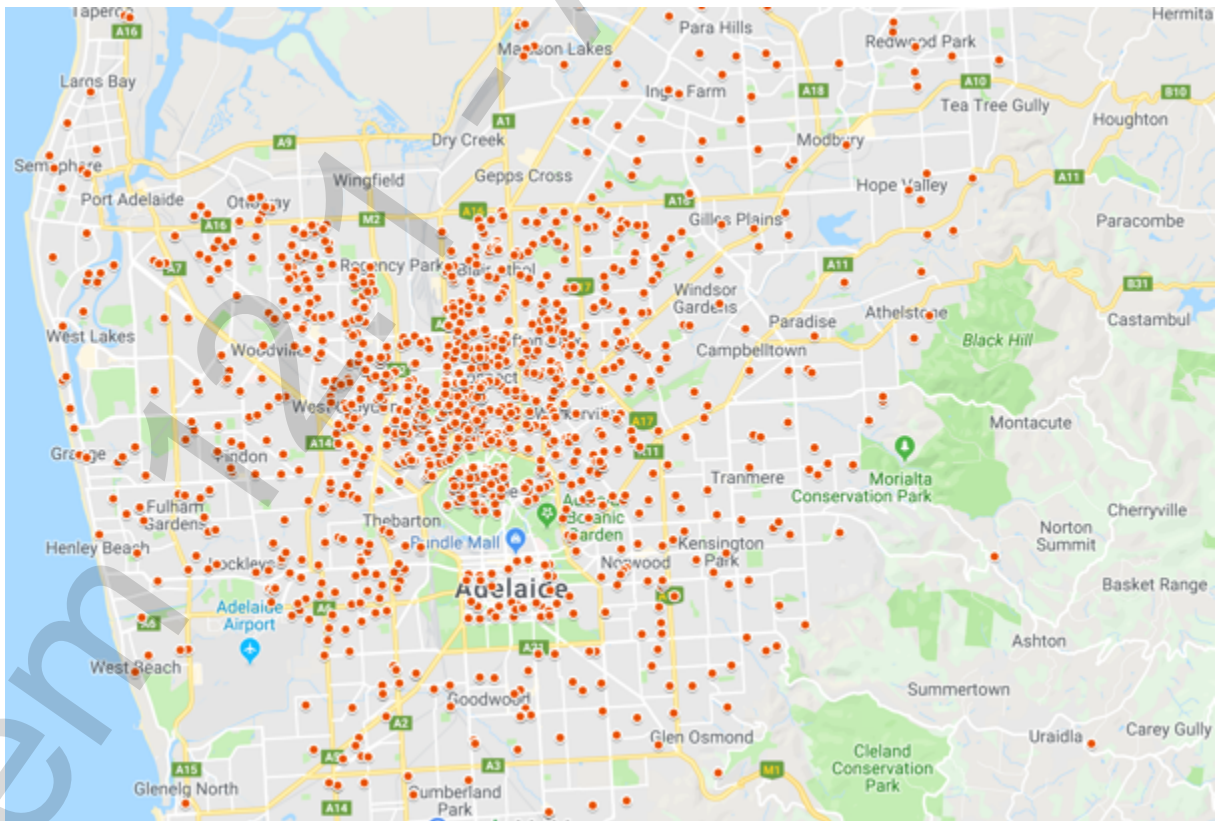


Image 3: Member Residential Mapping

2.5 AAC Facility Audit

As part of the review of the AAC facilities an audit of the functional design associated with the customer experience was undertaken. The table below provides a summary of the rating for each major area.

Facility Assessment Area	Percentage of Maximum Score	Rating
Facilities for Children	38%	Poor
Lap Swimming	69%	Good
Swim Lessons	60%	Good
Facilities for People with Disabilities and Mobility Issues	42%	Adequate
Health and Fitness - Strength Training and Cardio	42%	Adequate
Health and Fitness - Program Room 1	28%	Poor
Health and Fitness - Spin Room	NA	None
Health and Fitness - Creche/Program Room 3	28%	Poor
Administration Areas	68%	Good
Reception Area/Foyer	60%	Good
Café	63%	Good
Facility Quality	42%	Adequate
Child Care	38%	Poor
Other Items	48%	Adequate
Total	48%	

Table 5: AAC Facility Review

As a result of the age of the AAC, the manner in which it has been developed and the original purpose of the Centre, there are numerous areas which are rated as poor and/or adequate. In addition, it is also noted that no areas are rated as excellent in functional design. Based in industry benchmarking, it can be assumed that if a new facility was to replace the AAC this would result in additional usage merely as a consequence of the quality of facilities. It is also concluded that based on the existing facilities that the AAC performs exceptionally well to achieve in excess of 700K visitations per annum.

2.6 Capital Works

A recent review of the asset condition of the AAC indicated that the required short-term (years one to three) capital expenditure could be in the range of \$4M to \$6M, with longer term (years four to ten) potentially in the range of \$10M to \$15M depending on the scope. Hence, subject to scope, the total capital works over next 10 years could be in the range of \$14M to \$21M.

While these works would address the condition of the asset, they would not necessarily enhance the services provided or reduce operational costs. Examples of identified areas requiring major works include: dive pool, 50m pool boom, eastern grandstand, spa, sauna, steam room, changerooms and services.

2.7 AAC Strengths and Weaknesses

A brief, high-level summary of the strengths and weaknesses of the AAC is provided below.

Key Strengths

Some of the key strengths are identified as:

- Good accessibility including changing spaces, ramps into 50m pool and lifts into leisure pool.
- 50m pool with moveable boom to allow for programming flexibility.
- Significant variations in pool depth to promote flexibility in programs and services. (i.e. 0.9m, 1.1m to 2m, 2.2m to 5m).
- Free members creche.
- Onsite physiotherapist and personal training.
- Swim school operating over seven days per week and 45 weeks per year.
- Good quality and popular Strength for Life program.
- Large outdoor grassed courtyards with BBQ facilities.
- Café onsite with catering options available for functions and an outdoor dining area for public access.
- Office space onsite for lease – currently RLSS SA.
- Fully staffed facilities at all times.
- Swim shop onsite for ease of purchasing bathers and accessories.
- Thermal pool covers and solar panels installed for energy efficiency.
- Multi-faceted facility with a strong brand awareness.
- Fully accessible all year around.
- Centrally located with free onsite parking.
- Surrounded by park lands with children's playground in close proximity.

Key Weaknesses

Some of the key weaknesses are identified as:

- Inefficient design resulting in high energy and maintenance costs.
- Facility conditions deteriorating affecting operations and customer experience.
- Carpark is not fully compliant and too small to cope with peak demands.
- Limited shallow pool space availability at peak times hence cannot expand the swim school program.
- Health and wellness area is small and of moderate quality and there are no dedicated program rooms.
- Limited family changerooms available and not in close proximity to leisure water.
- Changing facilities and toilets not conveniently located for centre users.
- Café area too large and layout boosts the display of fried food rather than fresh.
- Centre entrance is not located in a convenient position in relation to carpark.
- Large and high maintenance building with high utility costs.
- Expansive wasted spaces within the centre. (i.e. grandstands, thoroughfares)
- Dive pool expensive to maintain (i.e. large volume of water and poor return).

3 Contextual Information

The following information provides an overview of relevant contextual and background information.

3.1 Other Council Strategies and Plans

Based on the project objectives and the location of the facility, the following details from relevant Council strategies and plans are highlighted to inform the Aquatic and Leisure Centre Needs Analysis.

Adelaide Aquatic Centre Strategic Review (2017)

As part of a due diligence review process associated with the AAC, the City identified four potential future development options and undertook a high-level assessment of each. In summary, these options and the 10-year NPV (@8%) as determined at the time were:

- Removal of the dive tower and shallowing of water resulting in an NPV of -\$15.4M.
- Renewal of dive tower resulting in an NPV of -\$16.6M.
- Removal of dive tower and introduction of aqua play resulting in an NPV of \$13.4M.
- Creation of an AAC aqua park concept resulting in an NPV of \$24.5M.

The analysis undertaken highlights that a broader community-based service offering (e.g. aqua play) will perform significantly better financially than a sport-based option incorporating diving.

City of Adelaide Strategic Plan 2016-2020

The Strategic Plan outlines the plan to enrich Adelaide's lifestyle and boost its growth by becoming one of the world's smartest cities with a globally connected and opportunity-rich economy. The four key themes of the Strategic Plan are: Smart, Green, Liveable and Creative. A key aim of the Liveable theme is for City residents to have wellbeing above the national average with the approach from the City summarised below:

- Develop and celebrate strong and resilient City communities that are welcoming and encourage people of all ages, cultures and means to participate in City life, including through volunteer opportunities.
- Work with the State Government, community leaders and community organisations to support vulnerable members of the community.
- Work with the community and other stakeholders through a range of initiatives to activate key areas to enable people to use the City safely and seek to reduce crime.
- Support social entrepreneurs to develop business models that have a positive impact on the City's wellbeing and resilience.
- Enhance the role of the Park Lands in increasing levels of physical activity and wellbeing through formal and informal sport and recreation opportunities.
- Deliver sport and recreation activity hubs consistent with the Active City Strategy and Adelaide Park Lands Management Strategy.

Active City Strategy (2013-2023)

Council's Active City Policy contains six policy principles that inform the prioritisation of physical activity in the City. These general principles are:

- Maximise participation: Council will support multi-purpose facilities and infrastructure redevelopment that achieve multiple outcomes and result in maximum participation by the community.
- Health and wellbeing for all: All people, regardless of age, cultural background, socio-economic status or ability will be supported to be physically active in the City. Barriers to participation, such as cost and physical access will be addressed.

- **Optimal facilities and operations:** We will provide the best possible experiences for residents, workers, students and visitors through a place-making approach that is informed by the community. We will trial new and innovative ideas for providing physical activity opportunities in the City.
- **Working with partners:** We will partner with other government agencies, educational institutions, community organisations and the leisure industry to deliver more opportunities or deliver opportunities sooner.
- **Economic sustainability:** We will ensure that our major leisure facilities are commercially responsive to the market and managed in a manner that ensures maximum participation and value for money.
- **An informed and educated community:** In partnership with the health and leisure industry, we will communicate the benefits of pursuing an active and healthy lifestyle and promote the range of physical activity opportunities available in the City.

Consistent with these principles, the Council's role is identified as being a provider for grass roots physical activity options while being a facilitator for elite level sport.

In relation to the AAC, the following specific aims or objectives are noted:

- Create water play opportunities and broaden the product mix and appeal of the Centre.
- To partner with the health and fitness industry to identify and provide a broad range of 'wellness' services at the AAC aimed at increasing attendances and improving the community's health.
- To manage the AAC as a metropolitan leisure destination providing a range of aquatic and non-aquatic recreation, sport and health services.
- Broaden the market appeal of the AAC by providing a range of aquatic and non-aquatic activities to complement existing services.
- Enhance the Adelaide Aquatic Centre to improve the customer experience, secondary spend opportunities and operational efficiencies.

City of Adelaide Disability Access and Inclusion Plan (2019-2022)

As South Australia's Capital City Council, the City of Adelaide is committed to demonstrating best practice in access and inclusion planning. In implementing the Disability Access and Inclusion Plan (DAIP), it is recognised that it isn't impairment, but rather the barriers that exist in the community, that limit people's ability to fully participate and create a disabling environment.

Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others. The Australian Bureau of Statistics 2015 data states almost 1 in 5 Australians reported living with disability. The City of Adelaide is projected to have a residential population of 37,721 in 2036 which means the number of people experiencing disability in the city is likely to grow to 7,544.

Carbon Neutral Strategy (2015-2025)

As a major priority, Council outlined its aspiration for the City of Adelaide to be the world's first carbon neutral city. Having successfully decoupled economic and population growth from carbon emissions, we show the world what is possible. Our sustainable way of life, agile business practices and commitment to lasting change leads the world, supports growth, attracts investment, fosters innovation and enriches the Adelaide experience.

Adelaide Park Lands Management Strategy (2015-2025)

The AAC is located in Pardipardinyilla as part of the North Park Lands precinct of the Adelaide Park Lands. The AAC is a key destination in the precinct and a key move noted in the Strategy is continuing enhancement of the AAC to meet community expectations.

In planning for the future of the Adelaide Park Lands, the strategies, actions and projects we implement will ensure that the Park Lands are: responsive to changes to the urban environment, iconic and celebrated for their distinctive heritage, inclusive for all of the

community, accessible to the metropolitan population, enriching as a space of respite, diverse accommodating a range of activities and resilient in adapting to a hanging environment.

The Park Lands - Community Land Management Plan

The desired future character statement for the precinct incorporating Pardipardinyilla (Park 2) is to meet the sporting, recreation and socialising needs of the community in attractive, wide open spaces surrounded by large shady trees and dense understorey vegetation within an open woodland character. It is noted that a key challenge is managing the Adelaide Aquatic Centre to meet the needs of the community and achieve financial objectives.

City User Profile (2019) and Resident Survey (2019)

As part of an annual review of City users, it was established that the key words that people visiting the City most identified with about the City were: easy, around, shopping, people and park lands. The most important problems identified by City users about the City in key words were: parking, traffic, homelessness, transport and people.

A separate resident survey in 2019 identified the following relevant points:

- North Adelaide residents were slightly more active than other residents with an average of 4.3 physical activity days per week compared to 3.95.
- The rating for happiness was 72% medium/high and 28% very low/low.
- The rating for the inclusiveness of the local community was 64% very/somewhat with 24% not sure.

3.2 City of Adelaide Demographics

A detailed summary of the demographics of the catchment population for a facility located on the existing site is included in the Demand Analysis section of the report. A brief summary of the City of Adelaide (only) demographics is outlined below with Forecast id analysis and projections indicating the following:

- The City population is projected to increase from 23,552 in 2016 to 50,614 in 2041 for an overall increase of 114%.
- In 2016, the age cohorts with the largest populations were: 20 to 24-year-old (4,958 or 21% of the total population) and 25 to 29-year-old (3,266 or 14%). These two-population age cohorts account for 35% of the total City population.
- A summary of household type in 2016 indicated that 4,188 (41%) of the total 10,111 households' types were lone person households. By 2041 lone person households are projected to increase to 9,876 or 44% of the total City household number.

Relevant graphs for populations and age cohorts are provided below.

A graph of the City forecast population is provided below.

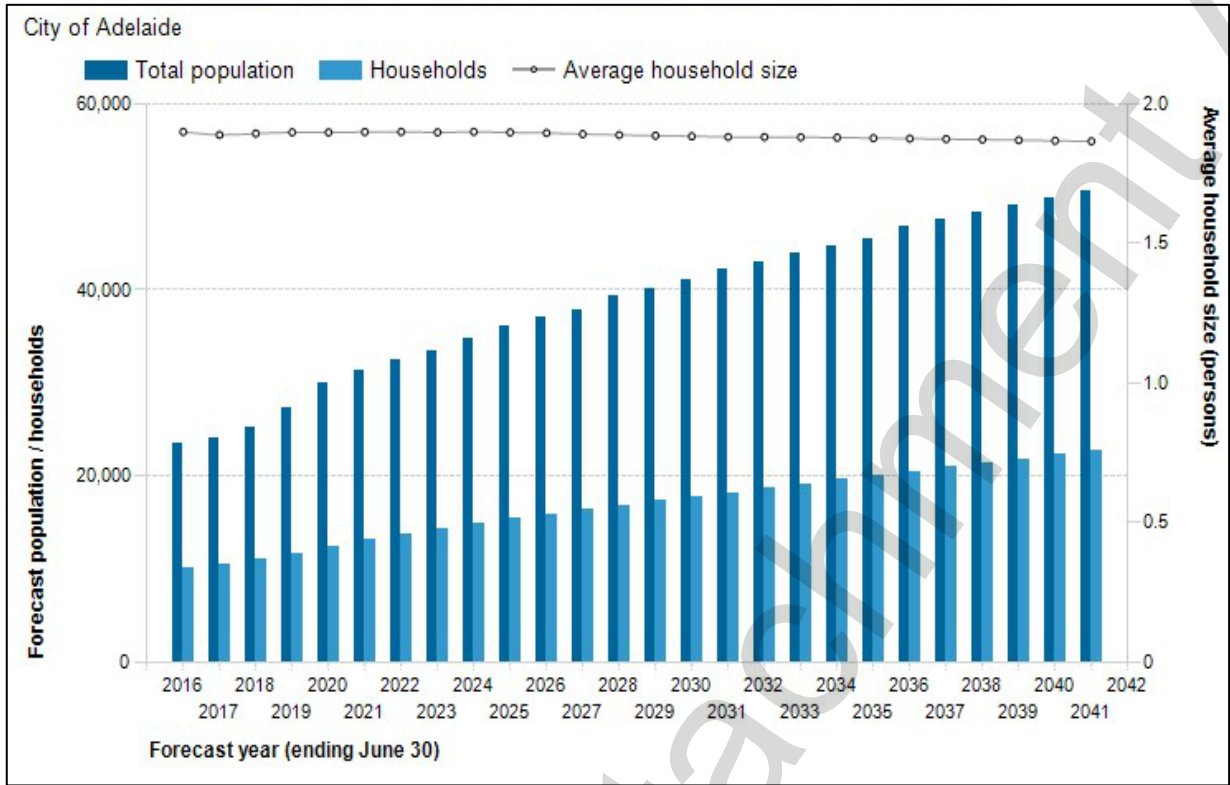


Chart 4: City of Adelaide Population Projections

A graph of the City age cohort breakdowns for 2016, 2031 and 2041 is provided below.

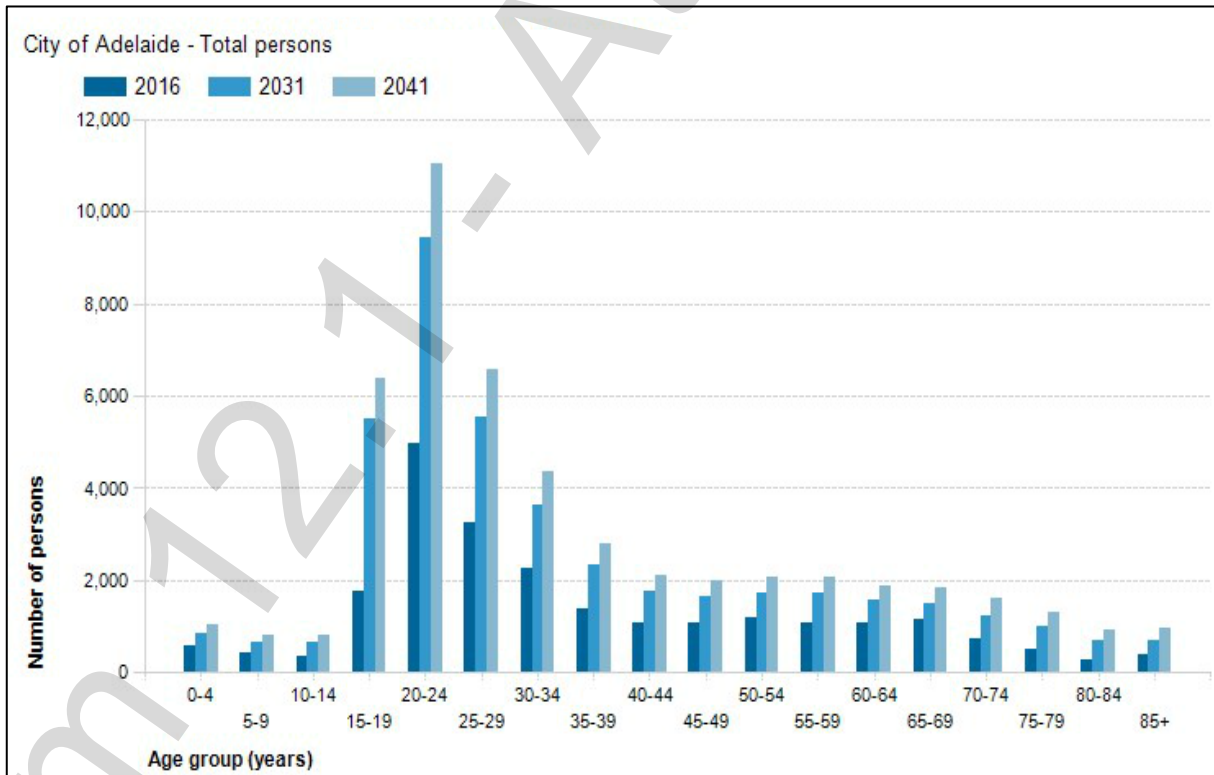


Chart 5: City of Adelaide Age Cohorts

3.3 State Planning Documents

The following state-based documents are relevant to the Aquatic and Leisure Centre Needs Analysis.

Office of Recreation and Sport (ORS) Strategic Plan 2017-2021

A review of this Strategic Plan indicates that the overall vision is to be an active state, with the belief that sport and active recreation develops stronger, healthier, happier and safer communities. The approach from the ORS is to lead, collaborate and invest. Other key elements of the Strategic Plan are as follows:

- Places and Spaces - South Australians have access to sport and recreation places and spaces that support participation at all levels.
- Capacity and Capability - The people and organisations delivering sport and active recreation have the capability and capacity to deliver quality opportunities for participation and performance.
- Access and Opportunity - It is easy and enjoyable for all South Australians to participate at all levels and in all facets of recreation and sport.
- Sporting Excellence - South Australian athletes winning on the international stage.
- Investment - Investment in sport and recreation delivers value for the South Australian economy and community.
- Business Performance - The Office for Recreation, Sport and Racing is progressive, responsive, and accountable.

South Australian Statewide Swimming Pool Audit (2017)

A review of swimming pool provision in South Australia in 2017 identified that there is one FINA compliant (international standard facility – SAALC), that the majority of facilities are owned and managed by local government or District Council, that 80% of facilities had a main 'lap swimming' type pool with the next most popular pool being a toddlers pool (43%) and that the majority of pools are outdoors (63%).

The key recommendations from the audit are as follows:

- That, as a minimum requirement, pools either redeveloped or built are designed to cater for the five user groups: recreation, fitness, education, sports and rehabilitation.
- That hydrotherapy pools are considered to be an economically viable proposition for attaining good health and wellbeing of those users who need rehabilitation such that they become a standard feature when designing new and or redeveloping existing facilities.
- That consideration be given to locating facilities in 'community hubs' for economic and social advantages.
- That the standard aquatic facility of the future has as a minimum, a 50 metre indoors heated pool, a diving board, offers programs throughout day that support the five user groups and has segregated change rooms.

3.4 Aquatic Facility Provision

The table on the following page provides a summary of local and state government aquatic facility provision in the area surrounding the Adelaide Aquatic Centre.

The key findings from this review, which also included a review of private sector provision, are that: there is a very low level of provision for warm water pools (hydrotherapy) and leisure pools (for children) and that apart from SAALC and Aquadome (which are 15km and 24km away respectively) there are no other indoor 50m pools in the area.

It is also noted that there are no local or state government aquatic facilities in the neighbouring areas of the City of Charles Sturt, the City of Prospect and the Town of Walkerville.

Aquatic and Leisure Facility	Local Government Area	Distance from AAC (km)	Indoor or Outdoor Pool	Main Pool	Swim School	Leisure Area	Warm Water Pool	Gym	Group Fitness
Thebarton Aquatic Centre	West Torrens	4.5	Indoor	25m			**		
The Parks Sports & Rec Centre	Port Adelaide Enfield	7	Indoor	25m			**		
Payneham Swimming Centre	Norwood, Payneham & St Peters	7	Outdoor	50m					
Norwood Swimming Centre	Norwood, Payneham & St Peters	7	Outdoor	50m					
Unley Swimming Centre	Unley	8	Outdoor	50m					
ARC Campbelltown	Campbelltown	9	Indoor	25m					
George Bolton Swimming Centre	Burnside	10	Outdoor	50m					
SAALC*	Marion	15	Indoor	2x50m		***			
Playford Aquadome	Playford	24	Indoor	50m		***			

Table 6: Local and State Government Aquatic Facility Provision

Notes

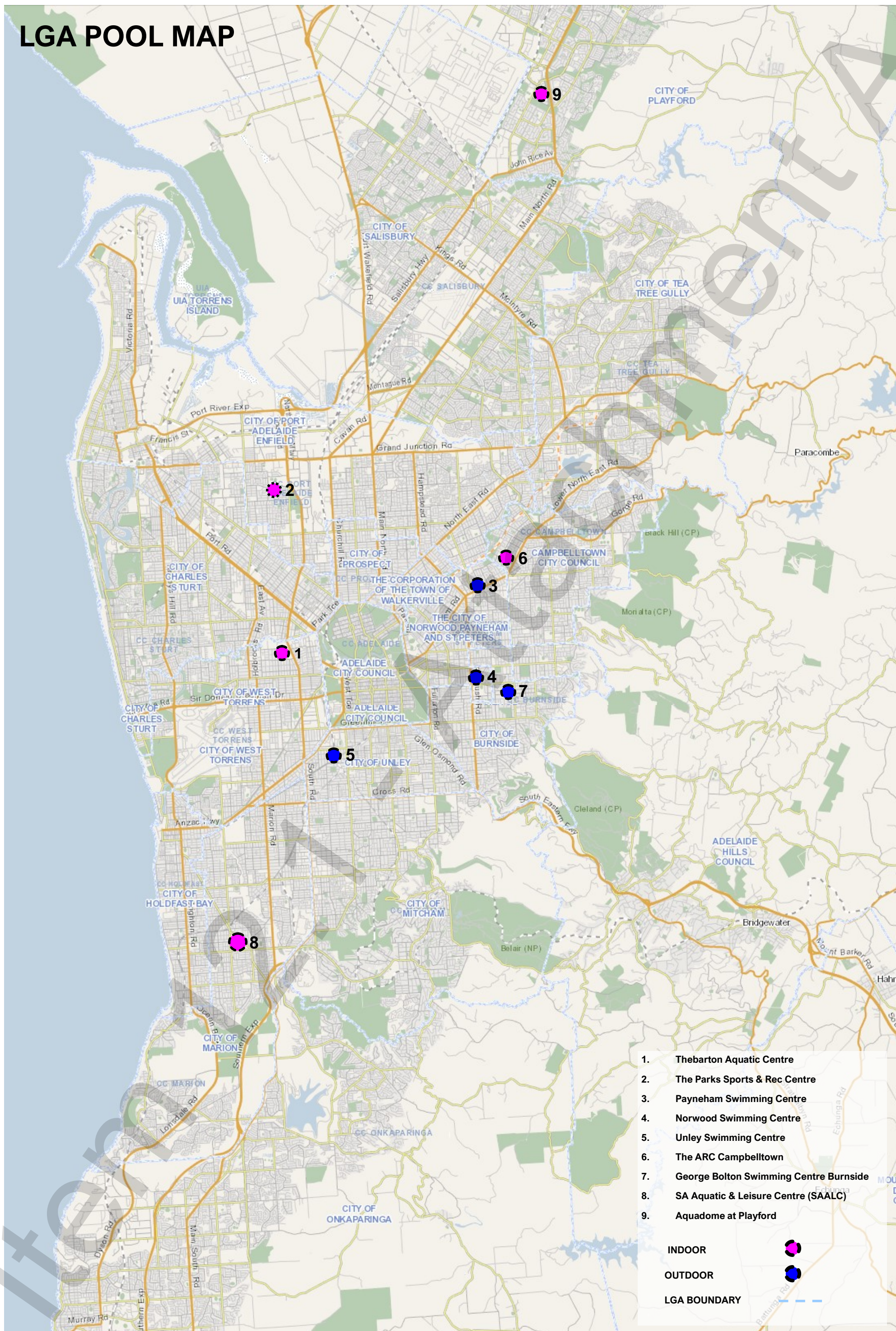
* The SAALC is a major state-based facility which is compliant for the conduct of international aquatic events.

** Public access to the warm water pool is limited due to use for schools' programs.

*** Leisure area includes interactive play equipment for children.

A map of the location of these facilities is provided on the following page.

LGA POOL MAP



1. Thebarton Aquatic Centre
 2. The Parks Sports & Rec Centre
 3. Payneham Swimming Centre
 4. Norwood Swimming Centre
 5. Unley Swimming Centre
 6. The ARC Campbelltown
 7. George Bolton Swimming Centre Burnside
 8. SA Aquatic & Leisure Centre (SAALC)
 9. Aquadome at Playford
- INDOOR 
 OUTDOOR 
 LGA BOUNDARY 

4 Consultation and Site Visits

The following information provides a summary of the key points identified from internal consultation and site visits to South Australian facilities.

1. A key focus area of any future facility provision should be the consideration of accommodating the needs of non AAC users with a focus on encouraging greater participation from residents. To this end, it was noted that a range of Council research and planning policies are relevant to the planning for an aquatic and leisure facility and these include; the Residents Survey, Active City Strategy, Disability Access and Inclusion Plan and broader strategic documents such as the City Strategic Plan.
2. It was highlighted that the strategic positioning of any new facility to replace AAC would be critical particularly given that AAC is no longer the state-based facility. SAALC now accommodates the majority of aquatic sport-based training and events including: diving, swimming and water polo and has further capacity to accommodate water polo. As a result, the AAC performs a different function from its original purpose.
3. The financial performance of major aquatic and leisure is significantly determined by swim school and membership numbers. In high performing facilities these two areas alone can account for over 60% of the total revenue and with a high return given that they may account for only 20% of the total facility footprint. A common design error has been to underspecify the space allocation for these two areas and this is a critical learning for any new development planning.
4. A major challenge associated with the management of a large aquatic and leisure facility is the operational costs associated with staffing, utilities and maintenance. While staffing costs account for in excess of 50% of total operational costs, a key challenge of recent times has been the increase in utility costs. As a result, it is highlighted that the design of a new aquatic and leisure facility should where possible minimise the operational cost base.

Major success factors associated with aquatic and leisure facility planning and establishment were identified below.

- Building the facility as intended (minimising the value engineering impact).
- Appointing a Manager with outstanding expertise to drive business outcomes.
- Implementing a staffing structure that is aligned with business objectives.
- Ensuring the appropriate resourcing during the establishment period.
- Ensuring proactive pre-launch and marketing campaigns to maximise sales.
- Establishing realistic financial goals.
- Understanding the social return on investment.
- Maximising environmental performance and sustainability.
- Resourcing other Council departments in the areas of finance, human resources and information technology either permanently or temporarily.
- Providing customer focused programs and services to maximise participation.
- The provision of adequate car parking.

5 Industry Benchmarks

The information in this section outlines details associated with relevant industry benchmarks.

5.1 AAC Performance Benchmarking

The table on the following page provides an overview of AAC benchmarking against the average of five other major aquatic and leisure centres. Given that the AAC is the oldest facility and that it was initially developed as the state based aquatic centre, the key findings reinforce the differences in the AAC when compared to the benchmarked facilities.

This benchmarking is particularly relevant given that the estimated 5km catchment population for the AAC of 165K is 22% greater than the benchmarked facility catchment average of 135K neutralising the catchment as variable when accounting for differences.

The key findings, as highlighted on the following benchmarking page, are as follows:

- AAC visits per annum of 714K are 39% lower than the benchmark average of 1.17M.
- The net performance of AAC of an approximate deficit of \$1.03M is a significant net performance variation of \$2.19M when compared to benchmark average for best practice facilities of a \$1.17M surplus.
- The combined swim school and health and wellness number of approximately 4,000 for AAC is significantly lower than the combined average of 7,970. This variation accounts for a significant component of the variation in AAC revenue compared to other facilities.
- Overall revenue per square metre at AAC of \$524 is 58% less than the benchmark average of \$1,243. In addition, visits per square metre of building footprint at AAC of 60 are 47% less than the benchmark average of 114. Both of these performance measure comparisons are substantially influenced by the large AAC facility footprint.
- Overall visits per catchment of 4.3 are 62% less than the benchmark average of 11.2 visits per head of population.
- The AAC gym area of 373sqm is 51% less than the benchmark average of 764sqm.

The major implications of these findings are as follows:

- Based on the catchment population, a contemporary facility design and the performance of the benchmarked facilities, it is concluded that if the AAC was to be replaced by a contemporary, high quality facility that met demand it would achieve well in excess of 1M visitations per annum and most likely operate in surplus (excluding depreciation and capital works).
- The AAC is a very large and inefficient facility with a building size of 11,900sqm. By comparison, there is a facility with a building footprint of 7,200sqm that has approximately 1M visitations per annum, this is 285K visits per annum more than AAC.
- The gymnasium space of 373sqm is very small contributing to significantly lower health and wellness memberships and revenue while the large amount of water space contributes to the significant operational deficit.

Item	AAC	Benchmark Average	AAC Variation
Facility Information			
Building Footprint (sqm)	11,900	10,452	14%
Total Land Footprint (sqm)	29,000	26,600	9%
Total Car Parks (with off-site)	266	513	-48%
Gym Size (sqm)	373	764	-51%
Performance Information			
Annual Visitations	714,035	1,171,000	-39%
Revenue (Indictive)	\$6,239,678	\$12,133,333	-49%
Expenditure (Indicative)	\$7,266,021	\$10,966,667	-34%
Net Performance (Indicative)	(\$1,026,343)	\$1,166,667	-188%
Swim School Members	2,400	3,180	-25%
Health & Wellness Members	1,600	4,790	-67%
Total Swim School and H&W	4,000	7,970	-50%
Demographics			
5km Catchment (ERP 2018)	165,321	135,227	22%
5km Catchment 0 to 9 years	15,591	15,114	3%
5km catchment 18 to 64 years	110,445	83,577	32%
Benchmarks			
Surplus / (Subsidy) per Visit	(\$1.44)	\$0.91	-258%
Income per sqm	\$524	\$1,243	-58%
Income per Visit	\$8.74	\$9.73	-10%
Visits p.a. per Building sqm	60	114	-47%
Visits p.a. per Car Park	2,684	2,282	18%
Visits p.a. per Site Size	25	44	-44%
Visits per Catchment	4.3	11.2	-62%
Swim School per Catchment	15.4%	25.0%	-38%
Members per Catchment	1.4%	8.0%	-82%
Members per Gym Space	4.3	6.2	-31%

Table 7: Aquatic and Leisure Facility Benchmarking

5.2 Revenue Benchmarking

The industry consultation undertaken highlighted the importance of both the swim school program and health and wellness memberships revenue in the overall financial performance of an aquatic and leisure facility.

Consistent with the feedback provided from other major operators, the benchmarking example below indicates that the overall swim school and health and wellness revenue accounts for approximately two thirds of total facility revenue. By comparison, the revenue at AAC for these two core business areas accounts for less than 50% of total revenue which is unique for a major facility. This is a key factor contributing to the overall operational deficit of the AAC.

Notes: a) This benchmarking is a guide only and it is not concluded from it that a greenfield development in Adelaide would generate the same revenue. b) The quality, general design and size of the existing AAC health and wellness area creates significant barriers to increasing revenue in the current operation and hence this benchmarking should not be seen as a relevant benchmark for improving current performance.

Item	AAC Actuals 2018/19	Comparison Facility	Difference
Financials			
Swim School Revenue	\$2,069,152	\$2,010,000	\$59,152
Health and Wellness	\$765,108	\$4,800,000	(\$4,034,892)
Combined LTS and H&W Revenue	\$2,834,261	\$6,810,000	(\$3,975,739)
Other Revenue	\$3,405,418	\$3,190,000	\$215,418
Total Facility Revenue	\$6,239,678	\$10,000,000	(\$3,760,322)
Percentage			
Swim School Percentage of Total Revenue	33.2%	20.1%	
Health and Wellness Percentage of Total Revenue	12.3%	48.0%	
Combined Percentage of Total Revenue	45.4%	68.1%	

Table 8: Swim School and Health and Wellness Benchmarking

Note: the AAC 2018/19 actuals include a one-off membership accrual adjustment of \$349K.

5.3 Facility Project Costs

The Fleurieu Aquatic Centre was opened in March 2017 and the project cost was approximately \$21M with a building footprint of 3,200sqm. The ARC Campbelltown was opened in September 2016 and the project cost was approximately \$26.9M with a building footprint of 8,560sqm. This is a significantly lower project cost than the other benchmark examples hence a further detailed review would be required to understand the key cost factors.

It is identified that the average 2019 project cost per square metre of floor space for aquatic and leisure projects in Victoria is approximately \$5,400 (excluding GST).

5.4 Redevelopment Benchmarks

A comprehensive review of redevelopments in Victoria identifies that annual visitation numbers to aquatic and leisure facilities increased by an average of 40% post redevelopment. Overall the combined total annual visitation numbers for the 11 facilities increased from 4.5M to 6.4M per annum. In addition, it is also noted that where full replacement facilities have occurred, annual visitations can double.

5.5 Operational Benchmarking

The following information provides an overview of relevant operational benchmarking.

Car Parking Provision

A review of car parking provision at seven aquatic and leisure centres indicates that there is on average one car park per 2,848 visitations per annum. Additional research undertaken by the consulting team indicates that the generic optimal level of car parking provision is closer to 2,500 visits per car park. Based on this, as an example, if a facility was projected to have 1M visitations per annum it would ideally have 400 car parks.

Lifecycle Costing and Renewal

Many older local government aquatic facilities are in relatively poor condition due to a lack of asset replacement funding. The results in facilities that are poorly presented and are subject to regular breakdown of essential plant and equipment. Over time, these issues contribute to a reduction in customer satisfaction and a deterioration of financial performance.

To assist the consulting team with understanding the future asset replacement requirements for a range of aquatic facilities, quantity surveying company Slattery Australia Pty Ltd was previously engaged to provide an assessment of "Lifecycle Costs" for different facility types. The Lifecycle Costing Analysis identifies and evaluates the estimated funding requirements for items requiring replacement in the future.

The key finding from this Lifecycle Costing analysis is that an appropriate "sinking fund" provision for major works and capital replacement is approximately 2% per annum of the initial asset value. It is highlighted that this amount is in addition to annual proactive and reactive maintenance provisions.

It is important to note that asset replacement requirements are not annually uniform and will require higher commitments in some years as more expensive assets require replacement. Centres that have adequately funded asset replacement regimes continue to be well presented and operate efficiently well after they are opened. Importantly they continue to attract similar levels of customers throughout their effective life and deliver stable levels of financial performance.

Lifecycle and Functionality

There are a number of factors that can affect the level of operational and capital spend requirements of the physical assets of a business. By predicting the future behaviour of assets, funding scenario comparisons can be developed to aid decision making that allows for optimal service level outcomes to be achieved with targeted capital and maintenance expenditure allocations that align with an organisation's strategic objectives.

In determining the redevelopment and / or replacement of a facility, many factors need to be considered and they include:

- Asset condition – Physical condition, degradation profile and economic remaining life.
- Reliability – Measure of asset failure rates and related organisation implications.
- Utilisation – Current asset demand and expected future and alternative use.
- Maintenance – Level of current and ongoing maintenance needs and related costs as compared to treatment costs.
- Obsolescence – Sustainability of the asset in its current form and inherent technical or commercial risks.

Importantly, it is noted that any asset has an optimal period of life and beyond there is a rapid deterioration in overall condition, an increase in the cost of maintaining and an increase in the cost of renewing. This is indicated in the asset lifecycle chart below.



Chart 6: Asset Performance

Item 12.1 - Attachment A

6 Governance Review

A summary of the potential governance and management options for a new aquatic and leisure facility in Adelaide are outlined below.

6.1 General Overview

Ownership Arrangements

Whilst to be determined, the ownership options for an aquatic and leisure facility could potentially consist of one of the following:

- Council ownership – a traditional model as per AAC and ARC Campbelltown.
- State government ownership – as per The Parks Recreation and Sports Centre and SAALC.
- Shared Regional Ownership – as per the Fleurieu Aquatic Centre (Victor Harbour) where The Fleurieu Regional Aquatic Centre Authority (the Authority), is a regional subsidiary established under Section 43 of the Local Government Act 1999 by its Constituent Councils; City of Victor Harbor and Alexandrina Council. The Authority was established in August 2015 to enable joint ownership and management of the aquatic centre. The Authority is governed by a board of management that is responsible for ensuring the Authority acts in accordance with its Charter and all other relevant legislation. The Board consists of five members (one elected member from each constituent council and three independent members). The facility management is outsourced to the YMCA.
- Privately or sports club owned.

Management Models

A summary of the potential main management model options is outlined below with further details provided in the following section.

- Inhouse operation by Council (e.g. AAC).
- Outsourced (e.g. SAALC).
- Council Company (e.g. PARC or Wyndham Leisure in Victoria).
- Hybrid arrangement (e.g. ARC Campbelltown which has an in-house model but uses 'casual' staff provided by a labour hire company).
- Operated by a third-party partner.

6.2 Management Model Overview

The following information provides an overview of the traditional management models associated with aquatic and leisure facilities in Australia.

In-house Management Model Overview

Under an in-house option (e.g. AAC), the City manages facilities by appointing suitably qualified managers and staff. The managers and staff are engaged as salary and wage employees while the City provides the corporate services function (i.e. human resources, finance and information technology support). In most instances of in-house management, the structure would enable the centre to be managed as a business unit with delegated authority. While the in-house option provides greater control over the management of centre operations it can potentially come at a greater cost than other options.

Key themes associated with in-house management are as follows:

- Quality leaders can deliver outstanding results under in-house management.
- In-house managers tend to have a very high level of ownership for performance.
- Some examples of very poor management practices and outcomes.

- Operational labour costs are 20% to 30% higher as a result of Council awards.
- Can react quickly to changing market conditions and Council strategy.
- Decision making can be slow due to Council processes.
- Corporate services are provided by Council.
- Performance can be dependent on the leader.
- Two of the best performed centres in Australia are managed in-house (e.g. GESAC and Cockburn ARC).

Outsourced Management Model Overview

This model requires the City to accurately define its expectations and requirements through the development of a contract specification with an external provider appointed through a competitive tender process. Under this model there are minimal internal resources applied to facility operations, however, there needs to be adequate resources allocated for contract and asset management. An outsourced contract management model may result in less operational and strategic control than the other models but also potentially comes with less financial and operational risk, especially if it involves a guaranteed fixed return fee payable to the City by the Contractor.

Key themes associated with outsourced management are as follows:

- Councils must clearly specify the outcomes required and take some responsibility for performance.
- Councils must be actively involved to maximise performance and outcomes.
- Management groups have exceptional IP and expertise in the management of facilities.
- Potential lack of strong alignment with Council strategy e.g. Health and Well-Being Plan.
- Leadership can constantly change impacting on ownership by the manager.
- Salary levels for managers are generally lower than alternate models and this can have a detrimental impact on performance.
- True partnerships have to be driven by councils and contractors need to commit to collaboration.

Council Company

Council Companies are a 'company' governed by a board of directors who must provide governance within the provisions of the entity's constitution and the Corporations Act 2001. Council, as the only shareholder, appoints the company's directors and controls the constitution. The directors are responsible for the operation of the company and have a direct responsibility to the company and not any particular stakeholder constituency. The CEO reports directly to the board, is responsible for managing the company in accordance with the policies determined by the board, and also oversees the day-to-day operation of the company. The establishment of a Council Company requires state government approval.

In summary, a Council Company is a hybrid entity with the features of both a private and a public organisation, which carries out local government policy and delivers non-commercial services.

Key themes associated with a Council Company are as follows:

- The model was introduced as a way to improve the operation and viability of aquatic and leisure facilities through a highly commercial approach, lower wage rates and without the need to outsource operations to a contract management company.
- The Council Company model was developed in response to an uncompetitive tender market previously dominated by a few operators.
- There is a long-term focus on the business with no need to tender out services.

- A specialist group of operators can deliver services in a response and dynamic manner at arm's length from Council.
- Decision-making can be streamlined and assists with responding to customer demand, community need and market conditions
- Skills based board members can add value to the strategic direction and operation of the facility.
- There is an ability to attract a high-quality management team due to a higher salary incentive.
- Good examples see a seamless relationship between centre operations and council's strategic objectives and short-term priorities.
- The CEO of the Company has direct accountability to the board allowing the CEO to be totally focused on performance outcomes.

Other Management Models

A range of other management models and these include:

- Hybrids an in-house model with 'casual' staff provided by a labour hire company.
- Lease arrangement.
- Volunteer Community Group (e.g. rural, seasonal outdoor pools).

6.3 Management Model by LGA's

As an example, the graph below provides a summary of the aquatic and leisure facility management model type by local government authority in Victoria. As noted, the predominate options are in-house management (46 LGA's) and outsourced management (38). By comparison there are only two Councils that have established a Council Company.

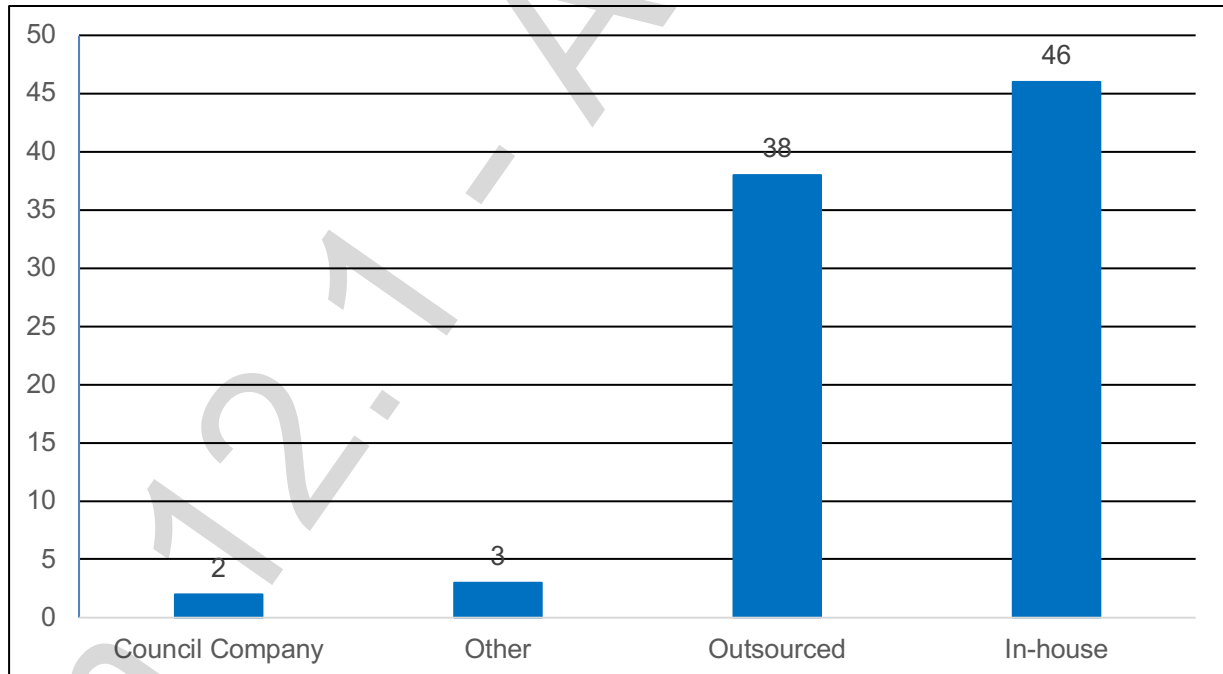


Chart 7: Management Type by Victorian LGA's

7 Industry Trends

The following information provides a summary of key industry trends relevant to the identification of need for an aquatic and leisure facility.

7.1 International Trends

As Australia's representative on the International Association for Sport and Leisure Facilities (IAKS) aquatic expert panel, Warren Green attended the IAKS conference in Cologne in November 2019. A summary of the major learnings and key themes from this conference and meetings with the aquatic expert panel is provided below.

Financial Performance

Based on detailed analysis and research, it was concluded that the type of aquatic design has a significant impact on the overall financial performance of a facility. The chart below indicates that dedicated indoor lap swimming pools operate at a deficit while leisure type pools can operate in surplus (excluding a sinking fund). In addition to the graph below, it was also noted that the therme or water warm type relaxing pools in Europe are the most profitable performers.

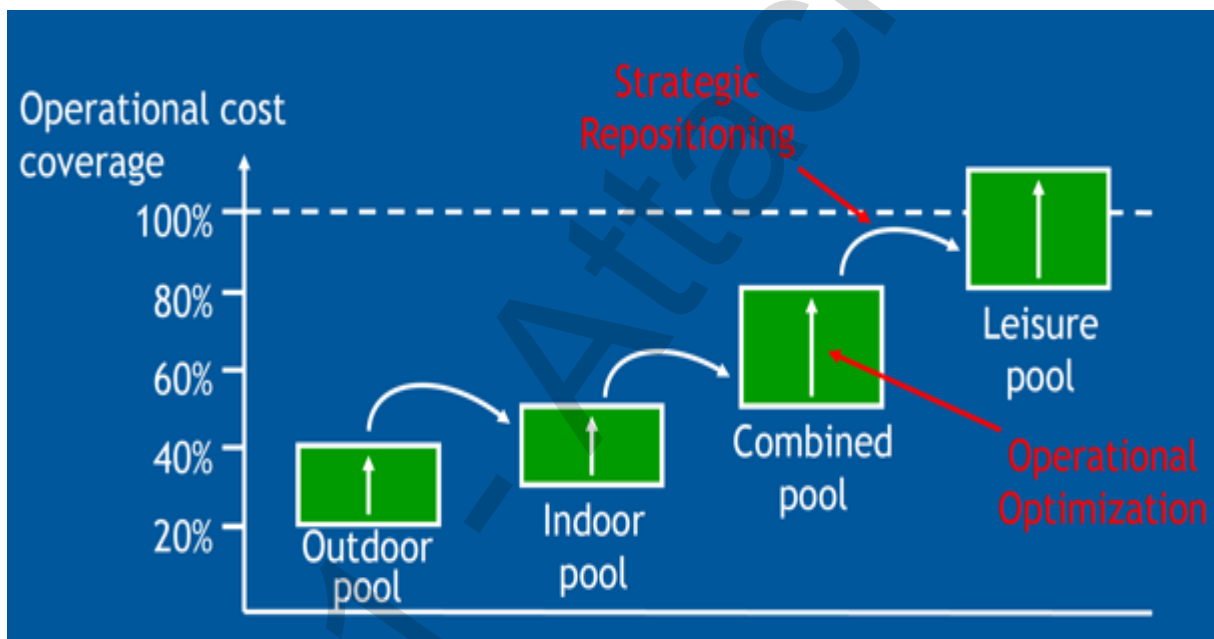


Chart 8: Design and Financial Performance

General Trends

IAKS has developed a Future Trends for Pools and this outlines key international trends and drivers associated with facility planning and development.

Immersing in a Lifelong Healthy Lifestyle: Water sports and swimming fit in perfectly with the trend of people leading more healthy lifestyles coupled with an ageing society with more active seniors. This is why water-based exercise classes, as a gentle start to an active lifestyle, and swimming lessons for adults are becoming more popular.

Pools are Turning into 'Wellness Hubs': The increasing importance of 'preventive health care' (including mental health/stress reduction) is encouraging holistic life-style activities. The combination of sports with relaxation activities is gaining in importance, so wellness offerings are being added more frequently to classical competition pools, e.g. warm water/spa pools, sauna/steam rooms, treatment areas, lounging zones. German-speaking Europe has a strong wellness-oriented bathing culture with the pool infrastructure designed to support this. However, the added wellness offerings at smaller and more competition-oriented pools should be closely analysed for their economic benefits.

Fun for Children and Families: In addition to the wellness trend, children and families are a core target group for pools. Having fun is important for children and families as an introduction to the water and for leisure. To support this, facilities need to be more attractive and provide amenities focused on fun.

Designing for Inclusivity: The original conception of accessibility focused on the needs of people with visual and mobility impairments. This has expanded significantly in recent years as society becomes more inclusive. This has also been driven by demographic change, migration and increasing cultural diversity. Social sustainability and inclusion have become important goals for public leisure facilities. The political decision-making process is therefore increasingly involving all stakeholders and the public from the beginning. It should start by defining the socio-economic outcomes and political goals of a new project (e.g. as in Denmark and Canada). Inclusivity requirements are resulting in new design strategies for many aspects of pools including stairs, lighting, signage, surfaces and acoustics, as well as for universal changing areas and toilets. Cultural and demographic differences are also driving increasing demand for privacy strategies so that certain groups can be better accommodated.

Pools as Place for Socialising: The social function of sports and leisure facilities is growing in importance. Facilities need to be multifunctional and serve as a 'social hub' for the community. This is best accomplished if the facility integrates all stakeholders and seeks close relations with users. Sports and leisure facilities also play an important role in supporting and encouraging participation by adolescents, and this has many positive social outcomes in the broader community.

Improving Economics: Financial performance can also be improved in multi-component facilities by combining profitable life-style sports with traditionally unprofitable activities and sports, e.g. adding leisure elements or a fitness club to a competition pool, or by combining pools with other non-sport municipal functions. Sport England promotes this kind of combination, e.g. combining the pool, sports hall and fitness club with a library.

Consultant Comments

Key facility elements of international contemporary aquatic facilities include the following:

- A significant amount of warm water space for passive and/or relaxing activity particularly for adults.
- The provision of leisure type activity spaces for younger children.
- The inclusion of spaces for social interaction including high quality cafés with seating areas in and outside the pool hall areas, wellness areas with seating, large spa and sauna spaces and a general focus on creating a "comfortable" environment for users and guests.

The above elements are identified as being important to service the whole community while also contributing to enhanced financial performance of a traditional sports type pool.

7.2 Design Trends

Over the past five years, there has been significant development and renewal of aquatic leisure centres nationally. These developments are in direct response to: ageing assets, the changing needs of users and the provision of health and leisure activities for individuals, groups and families. A summary of the key design trends from research undertaken by the consulting team is outlined below. This research includes consultation with aquatic leisure centre managers and ongoing site visits.

Dedicated Learn to Swim Pools

As a common design trend, dedicated learn to learn to swim pools are now included into new facilities and existing facility redevelopments. These pools, which are generally around 10m by 12m with a temperature of 34 degrees Celsius and depths ranging from 0.7m to 0.9m, cater for in excess of 50% of a Centre's total learn to swim participation. The provision of this type of aquatic space together with other aquatic spaces, allows for the provision of progressive learn to swim programs and this facilitates high enrolment levels. A successful learn to swim program is critical to the overall financial sustainability of contemporary aquatic leisure centres. This has become even more important as a result of increased competition in the traditional local government "cash cow" area of health and fitness.

Water Play Areas – Leisure Water

The provision of all year round "leisure water" has been the most obvious development trend in facility design over the past five years. Leisure water includes sprays, tipping buckets, fountains, small water slides and the like. All new centres that the Warren Green Consulting team has worked on in the past three years in particular have included leisure water facilities. The installation cost of splash pads and water slides range from \$400K to \$3.0M.

Modern water play installations are highly interactive and can transform aquatic centres into entertainment destinations and increase activity levels in children aged from 2 to 14 years of age. Water play features provide significant revenue streams from increased patronage and provide indirect revenue through increased aquatic education revenue and secondary spend.

Water slides have become particularly popular in new centres replacing wave pools as the major attraction. Whilst water slides act as a major attraction particularly when they initially open, usage tends to drop off after year two as they lose impact particularly to the teenage market - teenagers tend to lose interest once the initial risk factors have been conquered. The drop-in patronage and the high costs of supervising slides suggest that there are some challenges associated with long-term financial sustainability.

Warm Water Exercise Pools and Wellness Area

Physiotherapists, general practitioners, personal trainers and other healthcare professionals are increasingly prescribing aquatic exercise programs for patients and clients. Studies have demonstrated the benefits of aquatic exercise for rehabilitation, injury prevention and pain management. Arthritis patients have an increased range of movement and more flexibility in water, allowing them to improve their physical condition.

As the population continues to age, the demand for venues to deliver aquatic therapies will grow. In response to the increased demand for warm water activities, most new facilities now incorporate either a hydrotherapy pool or a warm water exercise pool.

Further to the provision of dedicated warm water exercise pools, the demand for high quality wellness facilities has also increased. These facilities include: spa, sauna and steam facilities, passive spaces and appropriate areas for social interaction such as meeting areas and quality cafes.

Universal Design and Disability Access

Changes to government legislation with regard to general access means that modern facilities now require ramp access into all pools, hoists and accessible toilets and change facilities. Indoor heated pools are now more widely used by disability groups and individuals. Added to this is the growing range of programs and activities offered to people of different abilities and physical condition.

Universal Design Principles encourage the development of facilities suitable for use by everyone including people with vision and hearing impairments, families with prams and young children, people with injuries, the elderly and people with mobility impairments. An introduction to the seven generic principles of Universal Design are outlined below.

Principle	Definition	Guideline
A. Equitable Use	The design is useful and marketable to people with diverse abilities.	1a. Provide the same means of use for all users: identical whenever possible; equivalent when not. 1b. Avoid segregating or stigmatizing any users. 1c. Provisions for privacy, security, and safety should be equally available to all users. 1d. Make the design appealing to all users.
B. Flexibility in Use	The design accommodates a wide range of individual preferences and abilities.	2a. Provide choice in methods of use. 2b. Accommodate right- or left-handed access and use. 2c. Facilitate the user's accuracy and precision. 2d. Provide adaptability to the user's pace.
C. Simple and Intuitive Use	Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.	3a. Eliminate unnecessary complexity. 3b. Be consistent with user expectations and intuition. 3c. Accommodate a wide range of literacy and language skills. 3d. Arrange information consistent with its importance. 3e. Provide effective prompting and feedback during and after task completion.
D. Perceptible Information	The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.	4a. Use different modes (pictorial, verbal, tactile) for improving on redundant presentation of essential information. 4b. Provide adequate contrast between essential information and its surroundings. 4c. Maximize "legibility" of essential information. 4d. Differentiate elements in ways that can be described (i.e., make it easy to give instructions or directions). 4e. Provide compatibility with a variety of techniques or devices used by people with sensory limitations.
E. Tolerance for Error	The design minimizes hazards and the adverse consequences of accidental or unintended actions.	5a. Arrange elements to minimize hazards and errors: most used elements, most accessible; hazardous elements eliminated, isolated, or shielded. 5b. Provide warnings of hazards and errors. 5c. Provide fail safe features. 5d. Discourage unconscious action in tasks that require vigilance.
F. Low Physical Effort	The design can be used efficiently and comfortably and with a minimum of fatigue.	6a. Allow user to maintain a neutral body position. 6b. Use reasonable operating forces. 6c. Minimize repetitive actions. 6d. Minimize sustained physical effort.
G. Size and Space for Approach and Use	Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.	7a. Provide a clear line of sight to important elements for any seated or standing user. 7b. Make reach to all components comfortable for any seated or standing user. 7c. Accommodate variations in hand/ grip size. 7d. Provide adequate space for the use of assistive devices or personal assistance.

Table 9: Universal Design Principles

Family and Group Change Facilities

The introduction of leisure water features and the drawing card these provide for families can place significant strain on change facilities. The industry has responded to the increased demand on change facilities by providing family specific change rooms. These change rooms generally consist of cubicles but do not include showers or toilets. The change cubicles are grouped together to form a change village. "On deck" (poolside) showers complement change villages and enable people to rinse off prior to changing into their clothes. Change villages are a low-cost way of increasing overall change facility capacity and providing dedicated change facilities for families.

Group Training and/or Meeting Spaces Provision

Major redevelopments have incorporated the provision of additional group training or meeting spaces for a range of activities including: community meetings, educational sessions, allied health services, spin classes, traditional aerobics, older adult programs, special needs groups sessions, programs for minority or ethnic groups and alternate training (e.g. yoga, tai chi, pilates etc.) These spaces have been shown to significantly increase customer retention, facilitate social interaction, create a sense of belonging, enhance overall financial performance and create a point of difference with the private sector.

Reception Foyer Areas Designed to Take into Account Self-Entry Opportunities

Changes in technology have made the implementation of self-entry options possible in aquatic leisure centres. Self-entry involves customers swiping their membership cards over a scanner to gain access through entry gates in the foyer. Self-entry systems have many benefits including quick entry for members, reduction of queues, enhanced capacity to manage over the counter enquiries and some reduction in staff costs.

Technology Factors

Up until recent times, the application of technology has only been given moderate consideration in local government leisure and aquatic facilities. Industry leaders however identified this as being a major factor in influencing successful operation into the future with, as an example, significant opportunities associated with the following

- Create a more customer centric approach to the business through a seamless and more user-friendly approach (e.g. cashless, paperless, iCloud sharing of information).
- Utilise software/apps to enhance the customer experience and focus specifically on outcomes and objectives and the associated monitoring and assessment.
- Introduce a range of new service and program options including educational services on site through the use of online options.
- Utilise data for customer tracking, revenue generation and continuous improvement.
- Introduce operational efficiencies with more effective software

As a result of the above, it is highlighted that future facility developments should be designed with consideration of incorporating the capability of accommodating technology requirements. Where relevant, design should reflect the potential opportunities associated with an enhanced customer experience and a more efficient operation.

Environmentally Sustainable Design (ESD) and Management

Reducing energy usage is an increasingly critical part of centre management plans, facility design and operations. Many local governments require a detailed response on the capacity to deliver environmentally sustainable management outcomes as part of tender submissions when outsourcing facility management for example. Increasingly, centres are using their environmental credentials as an opportunity to differentiate themselves from the rest of the market. Energy and water costs are predicted to continue to rise, therefore requiring increased capital investment in ESD to assist with long-term viability. It is important to recognise the emissions produced by aquatic facilities and to be environmentally responsible in reducing their footprint through ESD. This trend is likely to continue as people become more educated regarding the impact of ESD.

Consultation with architects highlighted the following points in relation to the design and planning process to maximise ESD outcomes.

- The design process requires analysis of site-specific environmental conditions to assist in the creation of a facility that will react to its surroundings rather than impose upon them. This is particularly important with regards to the design of indoor aquatic facilities which consume significant amounts of energy to heat pool water and indoor environments.
- Through investigation into water management, biodiversity potential, climate mitigation will ensure a holistic and coordinated solution.
- Passive strategies for ventilation and day lighting are driven by detailed modelling and analysis, and material selection is carefully considered to ensure a healthy indoor environment with maximum thermal comfort for occupants.
- Three stages in the planning should occur: i) Optimise building performance via orientation, massing and fabric design. ii) Service optimisation and energy recovery and iii) On site power generation.

7.3 Aquatic and Leisure Facility Design Examples

The following pages provide a summary of design examples images.



Image 4: Universal Design Example



Image 5: Large Entry and Retail Areas

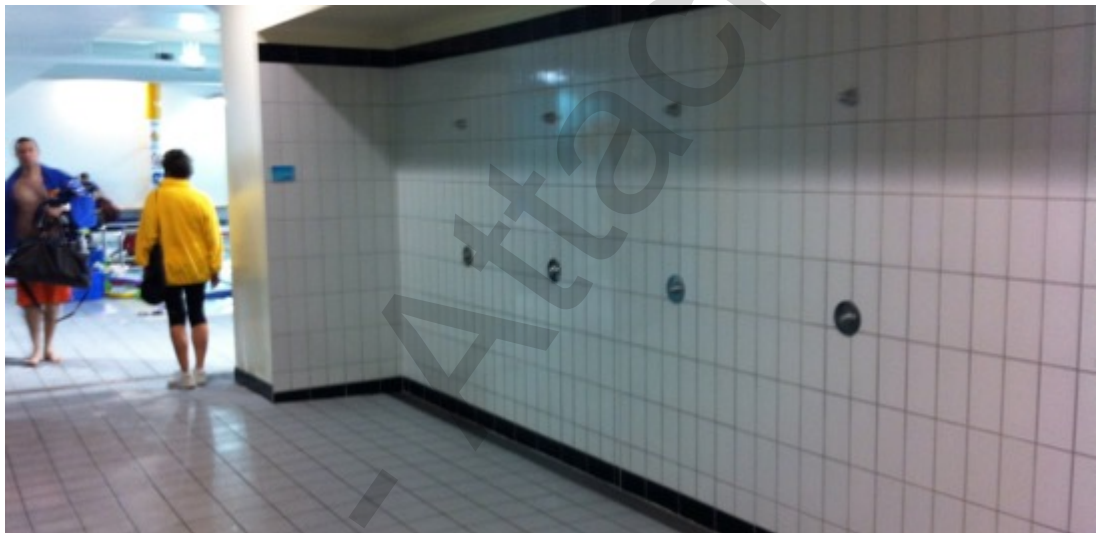


Image 6: Multiple Amenity Options



Image 7: Accessible and Family Change



Image 8: Dedicated Learn to Swim and Shallow Water



Image 9: Large and Interactive Leisure Water Spaces



Image 10: Large Gymnasium Spaces



Image 11: Multiple Group Training Spaces



Image 12: Variety of Group Training Spaces



Image 13: Older Adult Special Need Spaces



Image 14: Spa and Wellness Pool



Image 15: Social and Passive Spaces



Image 16: Quality Cafes Provision

7.4 Participation Trends

An overview of industry research on general participation rates and associated trends is provided below.

1. Recreation and Sport Participation

The most recent Exercise, Recreation and Sports Survey provides participation rates nationally and for each state and territory. In Australia, swimming was the third most participated activity while two other activities relevant to this study (aerobics/fitness - 2nd, and netball - 10th) are also inside the top 10 most participated activities. These activities are complementary to aquatic leisure centres, now common in modern facilities where more sustainable business models can be made.

A study of children between the ages of 5-14 years by the Australian Bureau of Statistics depicts their participation in culture and leisure activities outside of school hours during the 12 months prior to the interview. Based on Australian participation rates, swimming (17.7%) tops the list for the most popular organised sport for children aged 5-14 years. Netball and basketball both have strong participation rates at around 8% Australian-wide and are important to this study as they are complementary sports to modern aquatic centres.

2. Leisure and Wellness Factors

Deloitte, in a recent report, Deloitte Growth 25 (DG25), has identified 25 areas with the biggest potential to increase Australia's prosperity over the next 20 years. Within the DG25, two areas, "retirement living and leisure", and "preventative health and wellness" are relevant to the planning for community aquatic leisure facilities. Local governments have been responding to this market through the provision of modern multi-purpose facilities that offer a diverse range of leisure, recreational, fitness, health and wellness services and facilities.

3. Traditional Fitness Market

A review of the health and fitness sector by IBISWORLD in 2016 indicated that the primary activities in this industry include fitness centre operation, gymnasium operation and health club operation. The major products and services in this industry are casual entry, classes, memberships, merchandise and personal training. Currently 3,356 businesses operate in the industry, with revenue of \$1.4B annually with an approximate profit in 2015/16 of \$150.1M. It was identified that key external drivers of this market include: increased health consciousness, average weekly hours worked, real household discretionary income, consumer sentiment index and levels of obesity.

4. General Participation Trends

A recent report, The Future of Australian Sports, by CSIRO for the Australian Sports Commission identifies and outlines six megatrends that are likely to shape the Australian sports and recreation sector over the next 20 years with each megatrend representing an important social, economic or environmental change. A summary of the four (of six) key trends relevant to aquatic leisure centre planning for are outlined below.

A Perfect Fit: Participation in individual sport is on the rise with people fitting sport into their increasingly busy and time-fragmented lifestyles to achieve personal health objectives. Participation rates in aerobics, running, walking and gymnasiums have all risen sharply over the past decade while participation rates for many organised sports have held constant or declined (Standing Committee on Recreation and Sport, 2010).

From Extreme to Mainstream: There is a rise in lifestyle, adventure and alternative sports that are particularly popular with younger generations. These sports typically involve complex, advanced skills and have some element of inherent danger and/or thrill seeking. They are also characterised by a strong lifestyle element and participants often obtain cultural self-identity and self-expression through these sports.

More than Sport: The broader benefits of sport are being increasingly recognised by governments, business and communities. Sport participation for children and adults is recognised as an effective way of reducing the rising rates of obesity and chronic illness and if managed appropriately, sport participation can be an effective mechanism to help achieve social inclusion for marginalised groups.

Everybody's Game: Australia and other countries of the Organisation for Economic Cooperation and Development (OECD) face an ageing population and this will change the types of sports we play and how we play them. There are indications that Australians are embracing sport into their old age and to retain strong participation rates, sports of the future will need to cater for senior citizens. They will also need to cater for the changing cultural make-up of Australia. Australian society has become, and will continue to become, highly multicultural. Different cultures have different sporting preferences and recreation habits.

7.5 Barriers to Aquatic and Leisure Facility Participation

As part of the Victorian state government funding contribution to the development of the PARC facility in Frankston which opened in 2014, it was agreed that a longitudinal study of participation be undertaken. The key findings from this unprecedented study have just been released (2019) and a summary is provided below.

As background, the public health threat presented by physical inactivity has driven research to better understand the determinants of low participation and the mix of policies and programs that are likely to increase levels of activity in different population segments. There has been attention to infrastructure as an important enabler of physical activity, because of its broad reach, durability, and potential to support social marketing etc. International organisations and public health advocates who have developed action plans to address physical inactivity have placed environmental improvement high on the agenda, calling for governments to develop policies to bring this about.

Although the relationship between infrastructure provision and physical activity is well established, there is limited agreement on the environmental elements and characteristics which act as determinants of physical activity. Environmental elements reported to be associated with physical activity include: the presence of sidewalks, trails, parks, sports facilities, outdoor exercise equipment, and public transport, while attributes of the environment reported to be beneficial encompass aesthetic qualities, path and street connectivity, accessible destinations, safety, and lack of traffic. The research however undertaken to determine the relationship between environmental factors and activity has yet to determine specific environmental drivers.

Key Findings

The longitudinal study of PARC usage and non-usage commenced in 2014 with a sample group of approximately 549 local residents. This research identified that the most reported barriers to PARC use were the cost of parking (39.0%), cost of entry to the Centre (32.3%), and lack of parking (20.3%). It was notable that each of these barriers was reported significantly more often by occasional than regular users; 55.2% vs 20.6% for cost of parking, 43.3% for 29.4% for cost of entry, and 29.4% vs 14.7% for lack of parking, respectively.

Lack of parking was more often reported by women than men (23.7% vs 14.4%), and cost of entry more often by those in the lowest category of income (42.7%) than people in the middle (27.7%) and upper categories (25.5%). Less common barriers were limited facilities at PARC (7.8%), the social climate at the Centre (7.4%), the physical environment at the Centre (7.3%), lack of transport (4.7%) and unsuitable opening hours (3.0%).

Consistent with this research, the provision of car parking at PARC was increased in 2019 by approximately 105 car parks from 219 to 324 on site car parks (with additional on street car parking of approximately 145 car parks) with the City of Frankston investing in the development of an adjacent site. This change has resulted in significant positive feedback from facility-based users.

Major Reasons for PARC Use

The most common reasons given for using PARC were lap swimming (70.4%), followed by using the warm-water pool (38.8%). Markedly lower proportions reported using the gymnasium (7.2%), undertaking group exercise classes (6.2%), or attending swimming classes (6.2%).

7.6 Future Business Drivers

Key factors and other issues that affect future design and operations of an aquatic leisure centre are outlined below.

Industry Feedback

General feedback provided by the CEO of Belgravia Leisure, highlighted the following five key trends associated with future provision:

- **Societal Trends:** Australia's population is ageing. Individuals are living, learning and working for longer.
- **Programming Trends:** Programming is shifting towards smaller group fitness models, functional training and boutique studios. In the aquatic space learn to swim memberships are increasing, with water therapy and relaxation also becoming more prevalent.
- **Facility Trends:** Facilities are becoming more environmentally sustainable, with accessibility and universal design an important component of any new facility. Facilities are attempting to become modern, cost effective, clean and professional.
- **Service Trends:** Service is shifting to a mobile format (e.g. Facebook, Airbnb, Uber). This is also being seen in the health and wellness industry and services and classes are moving online.
- **Technology Trends:** Members are being given access to wearable technologies such as Fitbits. For staff factors such as management systems, online rostering/qualifications, communication and compliance is all moving online.

Consulting Team Research

1. Customer Expectations

Customer expectations in terms of the quality and service have increased significantly in the past ten years. Change room quality, car parking and facility presentation can have a significant effect on customer satisfaction and retention. In instances where facility quality does not meet customer expectations, participation and revenue levels can fall quite dramatically placing pressure on Councils to ensure that facility quality is consistently high.

An example of this has been the Fitness First approach with a case study outlined below.

Fitness First was caught in the middle of a highly competitive market polarised between budget and premium clubs. Fitness First used data segmentation and a CRM campaign to identify its core audience and provide a more tailored service. Because of this campaign, Fitness First created a depth of understanding about its members that was unmatched by its competitors. This also led to a better service being provided which resulted in increased customer satisfaction, customer attitude and retention. Fitness First removed the limitation of looking at members on a yearly basis and instead looked at them over their lifetime with Fitness First.

The goal was to assist club staff in identifying different types of members and predict their needs and aspirations. Staff could then provide a tailored approach that would encourage members to keep coming back. Members were broken down into six groups: the achievers, the learners, the focused, the free spirits, the confidence seekers and the neutrals.

The key to increasing Fitness First's profit was to translate these insights into a programme of action that club staff could take to deliver superior service that would forge strong customer relationships, build loyalty and give Fitness First a real competitive edge.

Fitness First now represents global best practice in using segmentation to deliver media profiling and targeted marketing that makes the smartest use of budget. The whole initiative is built around making the business stronger by giving Fitness First customers better value – a more personalised relationship with club staff that focuses on each member's specific needs and provides them with greater guidance to achieve their goals.

Fitness First built customer loyalty by creating the industry's first real-time Member Experience Dashboard. The online portal improved the speed, efficiency and automation of

customer satisfaction and feedback to operational management. It also gave Club Managers a level of quick, actionable information. The strategy revolved around retaining Fitness First's profitable existing base, rather than increased market share or sales.

2. Children and Obesity

With childhood obesity growing at an alarming rate, health and fitness professionals see the epidemic as a need to create programs and facilities tailored to overweight and obese children. This provides an opportunity for leisure and aquatic centres to deliver programs capable of addressing childhood obesity.

3. Fitness Programs for Older Adults

As the "baby boom" generation reach retirement age, they have more time to participate in health and wellness programs. Therefore, many health and fitness centres are creating age-appropriate fitness programs and membership categories to keep older adults healthy and active. Older adults have been a major growth area and targeting this cohort can increase use during periods throughout the day that traditionally experience low demand.

4. Utility Costs

In recent times, there has been a significant increase in the costs associated with energy provision (i.e. gas and electricity) for leisure and aquatic centres. As a result, it is essential that future facility design considers the reduction of energy consumption to maximise financial performance and reduce the overall long-term subsidy requirements.

5. Industry Competition

The past five years has seen a significant increase in the number of 24 hour gymnasiums that provide a low cost and low service approach to fitness. These centres are proving popular with people in the 19 to 34 age group. The 24-hour facilities operate with much lower business overheads than the bigger local government aquatic leisure centres due to lower levels of staff in associated service. For these reason, it is important that any community facility provision has a focus on the "non-fitness" market segment including the provision of programs and services for: females, over 40's, high needs individuals, weight loss and general wellbeing.

6. Summary

The nostalgic view of aquatic centres as outdoor pools where the local community cooled down in summer is a far cry from today's sophisticated and competitive indoor aquatic leisure centre market. Contemporary centres are now offering a broad range of facilities and programs to meet the community needs of all ages. Key to this is the provision of warm water exercise areas, aquatic leisure play areas, family-centric facilities, alternate programming and a focus on universal design initiatives. Facilities that do not provide these services in some form are likely to perform poorly in terms of participation and viability.

Societal Trends

As part of the future planning process the Consulting Team commissioned a "Futurist" to undertake a detailed Environmental Scan on relevant future societal trends that may impact on aquatic and leisure facility design and long-term participation levels. This is also relevant as major aquatic and leisure facility redevelopment may take up to five years (or more) to deliver with changes occurring in the intervening period.

A summary of potential key trends relevant to the long-term planning for AAC are outlined below.

- Higher Density Lifestyles - There is a shift from horizontal housing to vertical lifestyles in Australia's major cities. Residents could enjoy the liberation that comes with precinct living; accessibility to abundant choices, freedom from the car and from commuting. Precincts are desired according to the social density they offer – the number of lifestyle interactions easily attainable to residents. Accordingly, Australian cities evolve from a low social density, high transport lifestyle, to high social density living. In high-density living areas, residents typically forgo private outdoor space resulting in an increased need for public open space and other recreational services such as aquatic leisure centres. Critical to the health and wellbeing status of communities in higher density

areas is the general accessibility and proximity of services hence it is highly desirable that these services are available within a 400-800m walking distances from residential areas.

- **Community Belonging** - The desire for stable and trusted relationships with people and places of common interest. The social desire or need for community belonging will grow stronger, a logical response to a sustained period of hyper-individualism. People will increasingly want to be with others, to be engaged, to collaborate, to participate in and to contribute to their local communities - they will want to belong to something. In turning down their materialistic interests, the priorities of individuals will turn to more participatory lifestyles - experiences, social interaction, doing. Key themes include: belonging, contributing, engaging, participating and collaborating.
- **Post Materialism** - A fundamental shift away from materialistic pursuits leads to a growing interest in lifestyle factors such as creativity, collaboration, community belonging, personal time and experiences. This may be manifested via: i) A redefining of what constitutes status - movement away from ownership and material possessions as symbols of success and movement towards lifestyle experiences; and ii) A greater sense of personal identity that comes from within (inner awareness, inner health, inner confidence), as opposed to being expressed superficially.
- **Woe is Me** - The emerging intolerance and lack of resilience for coping on one's own. As Australians grow increasingly intolerant of their own company, we are losing the resilience to cope with being on our own. This trend will accentuate the rising incidence of mental health issues, depression and suicide. Combined with an ageing population and more people living on their own, social isolation and loneliness will become social epidemics.
- **Brain Health** - A growing awareness of the need for lifelong mental engagement, stimulation and care. A dementia and Alzheimer's tsunami in the years 2020-2030, raises awareness of the need for lifelong brain health. With so many younger Australians being impacted through personal experience with older relatives, mental and brain health become greater social priorities and begin to receive as much individual attention as physical health.

8 Demand Analysis

The information below provides a summary of the Investment Planning Model demand analysis undertaken by ActiveXchange in conjunction with Warren Green Consulting.

The purpose of this analysis is to determine: a) The projected members and visits for a new facility, b) The optimal program and pricing to reflect the profile of the area and c) The optimal estimated capacity aligned with demand and viability benchmarks. In summary the aim of this analysis is to understand the demand for a new “greenfield” type facility in a similar location to the Adelaide Aquatic Centre.

8.1 Investment Planning Model Process

As background, the process associated with the Investment Planning Model analysis is outlined below with further details available at: www.ActiveXchange.org

Step 1 – Broad Sector Analysis: data from 1.2M+ participant/member records including millions of session visits, from the performance of hundreds of facilities across Australia and New Zealand is brought together to understand key demand factors. These demand factors are applied to the proposed site.

Step 2 – Competition and Supply: all competitors are reviewed to understand current provision and then travel time catchments are mapped factoring with travel time decay.

Step 3 – Demand Demographic Profiling: through the analysis undertaken in the Broad Sector Analysis an understanding of the prevalence of participation for 785 demographic and lifestyle indicators nationally is understood.

Step 4 – Catchment Profiling: the likelihood of each individual in the catchment to use the facility is then determined against factors such as: demographics, lifestyle segments, deprivation, mobility and willingness to travel (i.e. Demand side). This is correlated against types of facility factors such as: capacity (if known), access, age of the facility, parking, competition, opening hours, proxy program and pricing assumptions (i.e. Supply Side).

Step 5 – Demand Assessment: based on the model, the number of likely members (and attributed visits from these to each facility type) is allocated to the site.

Step 6 – Validation: member and visit outcomes are checked against the actual performance of hundreds of facilities on an ongoing basis. The model is constantly refined to increase average accuracy, which is currently at over 95%.

An image of the process is provided below.

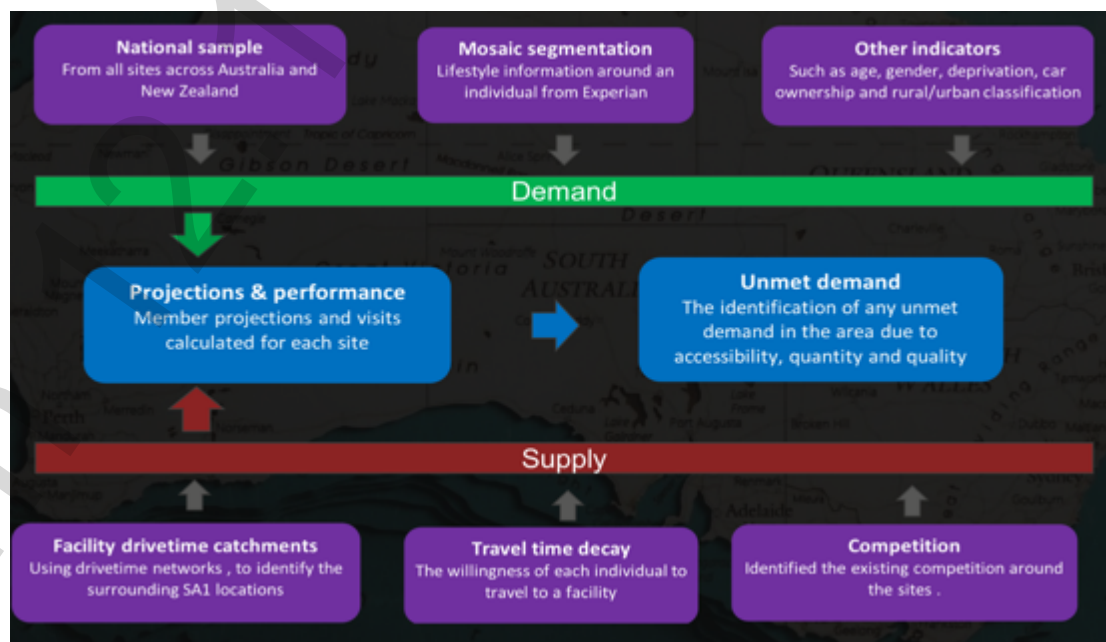


Image 17: Investment Planning Model Process

8.2 Investment Planning Model Demand Analysis

The detailed findings from the Investment Planning Model Demand Analysis are included on the following pages, with a summary outlined below. It is highlighted that these findings are potentially conservative as a result of the proximity to the Adelaide CBD and the difficulties in categorising CBD workers.

Catchment Population Segments

In 2019, the total catchment population for an aquatic and leisure facility at the identified site after applying travel time decay is 105,138.

The predominate segment profiles in the catchment area are outlined below highlighting that 21.6% of the catchment are defined as “cultural fusion” which is described as being educated, multicultural singles or couples living on lower incomes in proximity to universities.

Further details on each segment profile can be found at: www.ActiveXchange.org/segments

Segment Profile	Actual	Percentage	Segment Description
Cultural Fusion	22,692	21.6%	Educated, multicultural singles and couples living on lower incomes in proximity to universities.
Long Term Luxury	12,337	11.7%	Settled empty-nester households situated in the wealth belt of major cities.
Educated Savers	10,152	9.7%	Informed and educated wealthy families in desirable suburbs in city perimeters.
Multicultural Wealth	8,402	8.0%	Multicultural adult households with good incomes in inner or outer city suburbs.
All Other	51,555	49.0%	
Total	105,138	100.0%	

Table 10: Segment Profiles in Catchment Area

Current Demand Projections (2019)

It is estimated that there is demand for 2,952 health and wellness members, 2,731 swim school members and 434 regular group exercise users.

Based on the ActiveXchange analysis it is conservatively estimated that there is demand for at least 955,000 visitations per annum.

Note: based on the consulting team’s separate benchmarking analysis this is projected to be in excess of 1M visitations per annum.

Future Demand Projections (2030)

With consideration to future population growth, it is projected that in 2030 there is demand for 4,457 health and wellness members, 4,084 swim school members and in excess of 657 regular group exercise users.

Based on the ActiveXchange analysis it is estimated that there is demand for approximately 1.3M+ visitations per annum.

Projected Demand - Current

Gym

Approximately 120 station facility

- Projected visits per year – 237,340
- Projected visits per month – 19,778
- Projected demand (users) – 2,952



Swimming

Approximate 1,100m² pool area

- Projected visits per year – 702,228
- Projected visits per month – 31,631
- Casual visits per month – 26,887
- Projected demand (users) – 4,793
- Swim school members – 2,731



Group exercise

Dry program/multi purpose rooms
Outdoor circuit training

- Projected visits per year – 16,176
- Projected visits per month – 1,348
- Projected demand (users) – 434



Projected Demand - 2030 Projections

Gym

Approximately 120 station facility

- Projected visits per annum – 358,380
- Projected visits per month – 29,865
- Projected demand (users) – 4,457



Swimming

Approximate 1,100m² pool area

- Projected visits per year – 1,049,831
- Projected visits per month – 47,289
- Casual visits per month – 40,196
- Projected demand (users) – 7,165
- Swim school members – 4,084



Group exercise

Dry program/multi purpose rooms
Outdoor circuit training

- Projected visits per annum – 24,456
- Projected visits per month – 2,038
- Projected demand (users) – 657



9 Social Value

The information below provides a summary of the Investment Planning Model social value analysis undertaken by ActiveXchange in conjunction with Warren Green Consulting.

Community aquatic and leisure services are the foundation to more active and healthy communities across Australia. Evidencing the society savings in monetary terms in an accurate, consistent, credible, and affordable way to date has been a challenge, at the same time it is fundamentally important for the evolution of the aquatic and leisure sector that sites, operators and government can:

- Recognise the community savings generated through resident physical activity.
- Ensure funding is allocated to where it will make the greatest impact.
- Engage a wider range of relevant funding sources, achieving mutual objectives through the delivery of activity at sites.

9.1 Social Value Overview

To determine a Social Value associated with participation at community aquatic and leisure facilities, ActiveXchange partnered with KPMG to translate the principles behind Sports Australia's The Value of Community Sport Infrastructure (and the associated modelling by KPMG) to a local level.

As an example, it was determined that in In 2018/19 an average Australian and New Zealand active leisure and aquatic member generated \$3,932 in community savings per year – the Social Value Report service is helping to change the drivers of investment and delivery for a wide range of stakeholders by evidencing this value in an automated, consistent, credible format for any sector organisation.

The calculation of Social Value is an important planning tool and as an example can now be used as an input into the Business Case process to assist with investment and funding decision making.

The Social Value approach involves:

Step 1 – Risk Profiling: all venue users (or projected users) are assigned a risk value aligned with demographic information related to that individual. These risk factors have an associated annual cost to society. Not all social indicators are relevant to all types of users.

Step 2 – Activity Levels: the actual (or estimated) activity level of each category of user is aligned with their risk profile. Different activities have different efforts levels associated with them (MET.mins) and different session durations.

Step 3 – Reaching a Threshold: a threshold must be reached each month/ year to generate social value (1,500 METS per month for acute indicators and 13,500 METS per year for chronic with acute reached in a minimum of 6 months) by each individual.

Step 4 – Application of the Indicators: the actual (or estimated) activity level of each category of user is aligned with their risk profile. Different activities have different effort levels associated with them (MET.mins) and different session durations.

9.2 Investment Planning Model Social Value

The detailed findings from the Investment Planning Model Social Value are attached in the following pages, with a summary outlined below. It is highlighted that these findings are potentially conservative as a result of the proximity to the Adelaide CBD and the difficulties in categorising CBD workers.

In summary it is determined that a new greenfield facility catering for the previously identified demand would result in a total Social Value saving of \$4.57M per annum.

Site Report: Adelaide Aquatic Centre (proposed)

The following outputs have been generated from the estimated use of the site at maturity (as shown in the main Investment Planning Report)

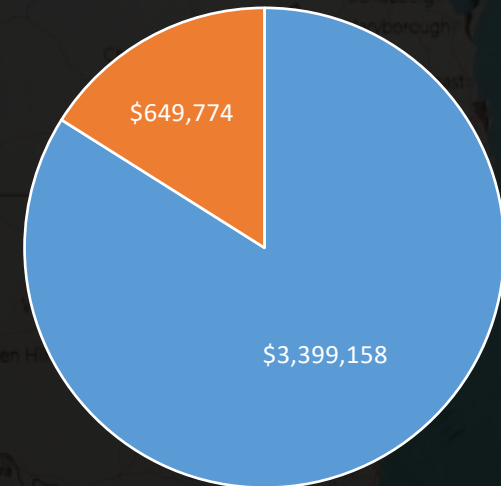
Total savings (annual value): \$4,570,869

Risk of drowning,
\$521,937 , 11%

Total Chronic,
\$1,917,379 , 42%

Total Acute,
\$2,131,553 , 47%

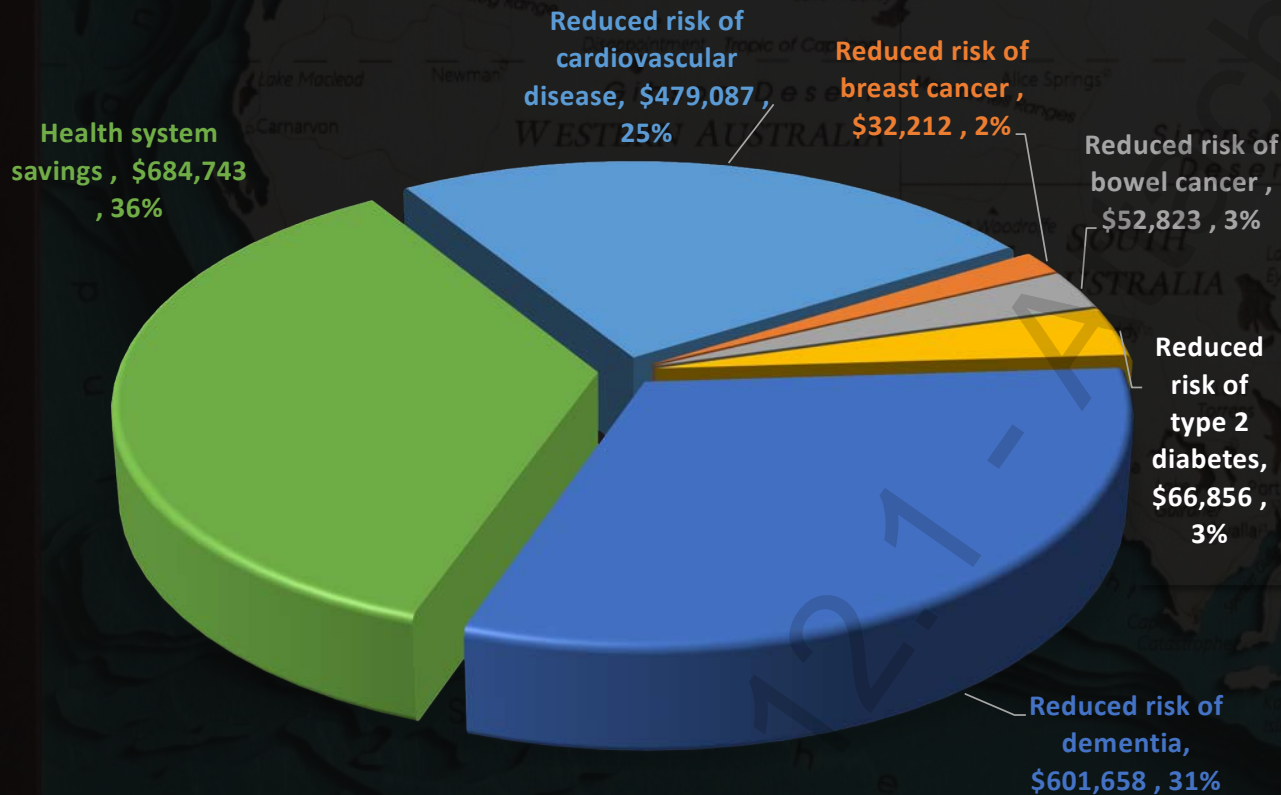
Primary facility areas drivers of value



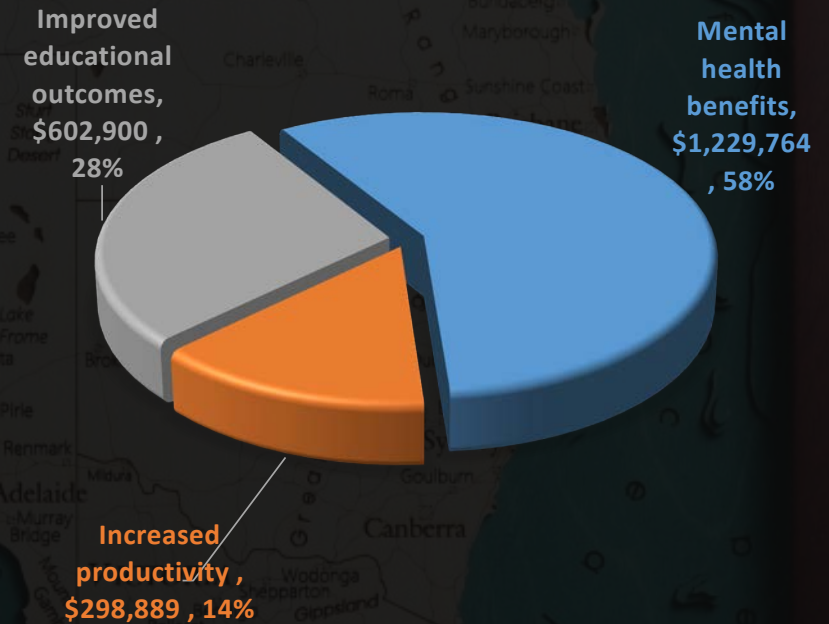
■ Primary gym usage ■ Primary aquatic usage

Site Report: Adelaide Aquatic Centre (proposed) Indicator break down

Chronic savings (value)



Acute savings (value)



10 Summary of Major Findings

The following information provides a summary of the major findings associated with the comprehensive research undertaken.

1. The Adelaide Swimming Centre was originally constructed in the Adelaide Park Lands in 1969 and subsequently redeveloped as an indoor state based aquatic facility, and renamed Adelaide Aquatic Centre (AAC), in 1985. To meet the diverse community need, a further redevelopment occurred in 1990 with the addition of leisure water. The AAC building footprint is approximately 11,900sqm, the car park area is approximately 7,000sqm and the total site footprint including outdoor spaces is approximately 29,000sqm. In 2018/19 there was 714K visitations with revenue of \$6.2M.
2. A review of AAC usage indicates that there are approximately 2,420 swim school participants, 1,639 members, 144 separate school visits but with comparatively low usage of the dive pool. An assessment of the residential local government area of users (based on swim school, multi-visit pass and members) indicated that City of Adelaide residents had the fourth highest participation level (7.7% of users) at the AAC, compared to the City of Port Adelaide Enfield (22.6%), City of Charles Sturt (17.1%) and the City of Prospect (16.5%). Based on this analysis it is noted that the City of Prospect has the highest participation number per head of residents with an indicative 5.5 visits per head, followed by the Town of Walkerville with 3.5 visits per head and the City of Adelaide with 2.2 visits per head.
3. A review of the AAC design and function compared to a contemporary aquatic and leisure facility indicates that as a result of its age and the progressive redevelopment that it has relatively poor facilities for children, health and wellness users and the creche while it is at practical capacity with the swim school program. It also has only adequate facilities for people with special needs. The review indicates whilst it is a functional facility no facility provision is excellent and this impacts the overall performance of the Centre. Key strengths of the Centre include the accessibility to lap swimming and the range of aquatic spaces. The key weaknesses include the scale of the Centre and the associated energy and maintenance requirements, the general facility condition, the lack of family changerooms, the limited shallow pool space at peak times and the poor quality and size of the health and wellness area.
4. A recent review of the asset condition of the AAC indicated that the required short-term (years one to three) capital expenditure could be in the range of \$4M to \$6M, with longer term (years four to ten) potentially in the range of \$10M to \$15M depending on the scope. Hence, subject to scope, the total capital works over next 10 years could be in the range of \$14M to \$21M. While these works would address the condition of the asset, they would not necessarily enhance the services provided or reduce operational costs. Examples of identified areas requiring major works include: dive pool, 50m pool boom, eastern grandstand, spa, sauna, steam room, changerooms and services.
5. Council's Active City Strategy (2013-2023) contains six policy principles that inform the prioritisation of physical activity in the City and are relevant to informing future aquatic and leisure provision. These principles are:
 - Maximise participation: Council will support multi-purpose facilities and infrastructure redevelopments that achieve multiple outcomes and result in maximum participation by the community.
 - Health and wellbeing for all: All people, regardless of age, cultural background, socio-economic status or ability will be supported to be physically active in the City. Barriers to participation, such as cost and physical access will be addressed.
 - Optimal facilities and operations: We will provide the best possible experiences for residents, workers, students and visitors through a place-making approach that is informed by the community. We will trial new and innovative ideas for providing physical activity opportunities in the City.

- Working with partners: We will partner with other government agencies, educational institutions, community organisations and the leisure industry to deliver more opportunities or deliver opportunities sooner.
 - Economic sustainability: We will ensure that our major leisure facilities are commercially responsive to the market and managed in a manner that ensures maximum participation and value for money.
 - An informed and educated community: In partnership with the health and leisure industry, we will communicate the benefits of pursuing an active and healthy lifestyle and promote the range of physical activity opportunities available in the City.
6. The City population is projected to increase from 23,552 in 2016 to 50,614 in 2041 for an overall increase of 114%. In 2016, the age cohorts with the largest populations were: 20 to 24-year-old (4,958 or 21% of the total population) and 25 to 29-year-old (3,266 or 14%). These two-population age cohorts account for 35% of the total City population. A summary of household type in 2016 indicated that 4,188 (41%) of the total 10,111 households' types were lone person households. By 2041 lone person households are projected to increase to 9,876 or 44% of the total City household number.
 7. The key findings from a review of local government aquatic service provision, which also included a review of private sector provision, are that: there is a very low level of provision for warm water pools (hydrotherapy) and leisure pools (for children) and that apart from SAALC and Aquadome (which are 15km and 24km away respectively) there are no other indoor 50m pools in the area. It is also noted that there are no local or state government aquatic facilities in the neighbouring areas of the City of Charles Sturt, the City of Prospect and the Town of Walkerville.
 8. Consultation was undertaken with facility operators, Council Officers and State Government. Through this process it was noted that a key future aim for the City was an increased participation by residents and in particular the 18 to 35 year old group. It was subsequently noted that as a result of the Commonwealth Games bid not proceeding, a review of the positioning of the AAC is critical particularly given that it has been developed as a state based aquatic facility and was super-seeded by SAALC in 2011. Consultation with facility operators highlighted the importance of providing quality facilities, services and adequate spaces for swim school and health and wellness as these areas can account for two thirds of the total income and hence under-pin financial success and maximise community benefit. On many occasions these areas have been underspecified in new facilities resulting in ongoing management challenges.
 9. Comprehensive industry benchmarking indicates that:
 - AAC visits per annum of 714K are 39% lower than the benchmark average of 1.17M.
 - The net performance of AAC of an approximate deficit of \$1.03M is a significant net performance variation of \$2.19M when compared to benchmark average for best practice facilities of a \$1.17M surplus.
 - The combined swim school and health and wellness number of approximately 4,000 for AAC is significantly lower than the combined average of 7,970. This variation accounts for a significant component of the variation in total AAC revenue when compared to the other facilities.
 - Overall revenue per square metre at AAC of \$524 is 58% less than the benchmark average of \$1,243. In addition, annual visits per square metre at AAC of 60 are 47% less than the benchmark average of 114. Both of these performance measure comparisons are substantially influenced by the large AAC facility footprint.
 - Overall visits per catchment of 4.3 are 62% less than the benchmark average of 11.2 visits per head of population.
 - The AAC gym area of 373sqm is 51% less than the benchmark average of 764sqm.
- The major implications of these findings are as follows:
- Based on the catchment population, a contemporary facility design and the performance of the benchmarked facilities, it is concluded that if the AAC was to be

replaced by a contemporary, high quality facility that met demand it would achieve an estimated 1.3M visitations per annum and most likely operate in surplus (excluding depreciation and major capital works).

- The AAC is a very large and inefficient facility with a building size of 11,900sqm. By comparison, there is a facility with a building footprint of 7,200sqm that has approximately 1M visitations per annum, this is 285K visits per annum more than AAC.
- The gymnasium space of 373sqm is very small contributing to significantly lower health and wellness memberships and revenue while the large amount of water space contributes to the significant operational deficit.

10. A review of contemporary aquatic and leisure facility costs indicates that projects in design in Victoria have a floor space development cost per square metre of around \$5,400. A review of aquatic and leisure redevelopments indicates that the average increase in participation has been 40% while greenfield replacement facilities have seen visitation increases of two to over three times greater. Research also indicates that the provision of car parking is a key determinant of participation with the optimal level of provision being about one car park per 2,500 visits (e.g. 400 car parks for 1M visits which would be an area of approximately 12,000sqm).

11. A range of potential ownership models for an aquatic and leisure facility are available and these include:

- Council ownership: a traditional model as per AAC and ARC Campbelltown.
- State government ownership: as per The Parks Recreation and Sports Centre and SAALC.
- Shared Regional Ownership: as per the Fleurieu Aquatic Centre (Victor Harbour) where The Fleurieu Regional Aquatic Authority (the Authority), is a regional subsidiary established under Section 43 of the Local Government Act 1999 by its Constituent Councils; City of Victor Harbor and Alexandrina Council. The Authority was established in August 2015 to enable joint ownership and management of the aquatic centre. The Authority is governed by a board of management that is responsible for ensuring the Authority acts in accordance with its Charter and all other relevant legislation. The Board consists of five members (one elected member from each constituent council and three independent members). The facility management is outsourced to the YMCA.
- Privately or sports club owned.

A summary of the potential main management model options are as follows:

- Inhouse operation by Council (e.g. AAC).
- Outsourced (e.g. SAALC).
- Council Company (e.g. PARC or Wyndham Leisure in Victoria).
- Hybrid arrangement (e.g. ARC Campbelltown which has an in-house model but uses 'casual' staff provided by a labour hire company).
- Operated by a third-party partner.

12. Whilst aquatic and leisure facilities have traditionally been focused on the provision of programs and services for sport, fitness, recreation and education (e.g. learn to swim), demographic and social factors are changing with new drivers such as: multi-culturalism, ageing populations, higher density lifestyles, mental / brain health and a desire to belong to a community. These factors are contributing to a demand for a new range of facilities and services including the provision of: warm water pools, quality social spaces, enhanced family leisure facilities, general health services through quality health and wellness areas, enhanced universal design and a diverse range of changerooms alternatives. All of these areas are gaps in the current provision at AAC.

The positioning of an aquatic and leisure facility as an urban sanctuary is now more applicable to a vision of aim to get More People, More Active, More Often. A strong emphasis in the European market for example is to focus on creating a relaxing

environment that has a strong social interaction focus. Another critical trend has been the significant increase in utility costs which is having a big impact of the financial sustainability of aquatic facilities with large water of building volumes. Due to this and also environmental factors, environmental design considerations have been increasingly important.

13. A comprehensive assessment of the demand for an aquatic and leisure facility at the current AAC site indicates that for 2019:

- Based on the ActiveXchange analysis it is conservatively estimated that there is demand for at least 955,000 visitations per annum.
- Note: based on the consulting team's separate benchmarking and demand analysis this is projected to be in excess of 1M visitations per annum. For context, this site would be one of the few remaining new sites in Australia to attract this level of annual visitations.
- It is estimated that there is demand for 2,952 health and wellness members, 2,731 swim school members.

A further assessment of projected demand in 2030 indicates that:

- Based on the ActiveXchange analysis it is estimated that there is demand for approximately 1.3M+ visitations per annum.
- With consideration to future population growth, it is projected that in 2030 there is demand for 4,457 health and wellness members, 4,084 swim school members for a combined total of 8,500 which is more than twice the current AAC total of 4,000.

It is determined that a new greenfield facility catering for this demand would result in a total Social Value saving of \$4.57M per annum for benefits associated with the reduced risk of drowning, reduced risk of chronic and acute health conditions and health system savings.

11 Indicative Development Scenarios

The table on the following page provides a summary of four indicative development scenarios for a new City of Adelaide aquatic and leisure centre. These scenarios are:

1. An optimal option which meets the identified future demand for 1.3M+ annual visitations.
2. A growth option which could accommodate approximately 1M visitations per annum.
3. A comparable visitation option which could accommodate visitation numbers similar to those at the AAC (i.e. 714K per annum).
4. A local facility option which could accommodate 500K visitations (i.e. with a focus on servicing City of Adelaide residents).

To guide these development scenarios, consideration has been given to the principles outlined in the Active City Strategy (2013-23) which are as follows:

- **Maximise participation:** Council will support multi-purpose facilities and infrastructure redevelopment that achieve multiple outcomes and result in maximum participation by the community.
- **Health and wellbeing for all:** All people, regardless of age, cultural background, socio-economic status or ability will be supported to be physically active in the City. Barriers to participation, such as cost and physical access will be addressed.
- **Optimal facilities and operations:** We will provide the best possible experiences for residents, workers, students and visitors through a place-making approach that is informed by the community. We will trial new and innovative ideas for providing physical activity opportunities in the City.
- **Working with partners:** We will partner with other government agencies, educational institutions, community organisations and the leisure industry to deliver more opportunities or deliver opportunities sooner.
- **Economic sustainability:** We will ensure that our major leisure facilities are commercially responsive to the market and managed in a manner that ensures maximum participation and value for money.
- **An informed and educated community:** In partnership with the health and leisure industry, we will communicate the benefits of pursuing an active and healthy lifestyle and promote the range of physical activity opportunities available in the City.

In developing these scenarios, consideration has also been given to the key consultation findings, demand analysis and other general research. The key assumptions associated with each scenario are based on the comprehensive industry benchmarking undertaken and hence these scenarios are generic and non-site specific and therefore a high-level indicative guide only. Key assumptions related to the site area and costings are as follows:

- Building areas are based on 140 visits per sqm per annum for option 1, 130 visits per sqm per annum for option 2, 120 visits per sqm per annum for option 3 and 110 visits per sqm per annum for option 4.
- Car parking provision is based on one car park per 2,500 annual visits.
- Car park area is estimated based on 30sqm per car park.
- An additional area of 5% of the sub-total has been included for general access, landscaping and circulation.
- Total site area has been rounded to nearest 100sqm.
- Indicative costs are based on a rate of \$5,400 of building area with an additional 20% for level one floor space.
- Indicative costs assume a generic greenfield site with no provision for demolition or exceptional site circumstances.
- Indicative costs have been rounded to nearest \$100,000.

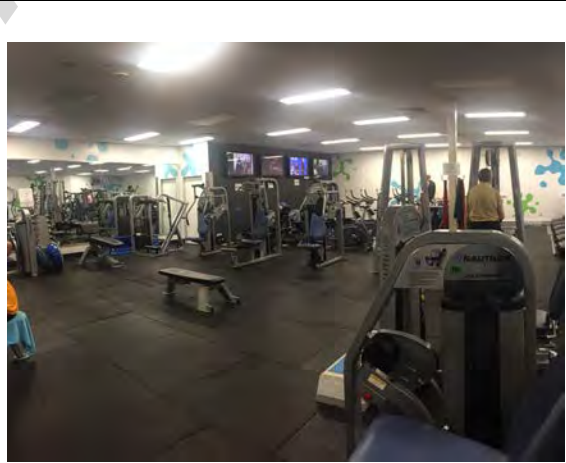
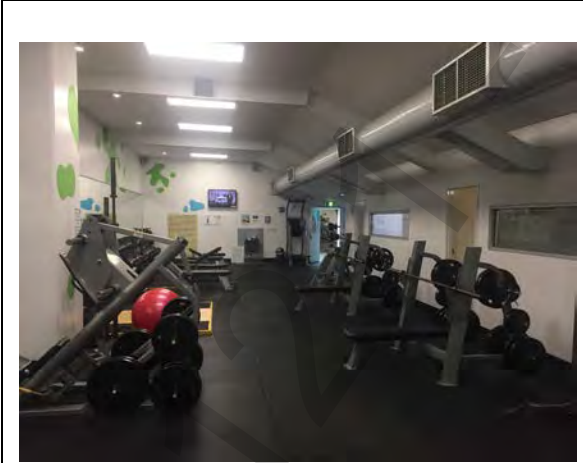
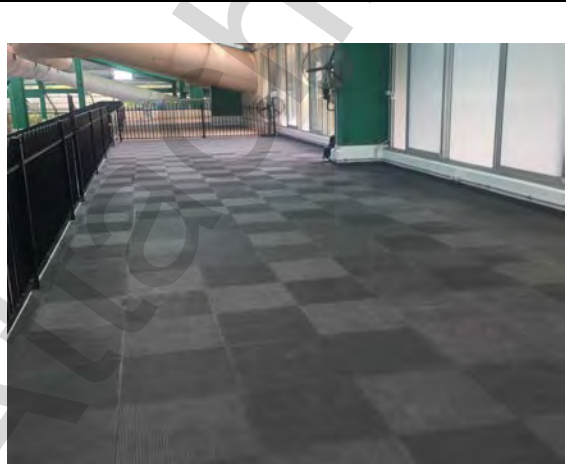
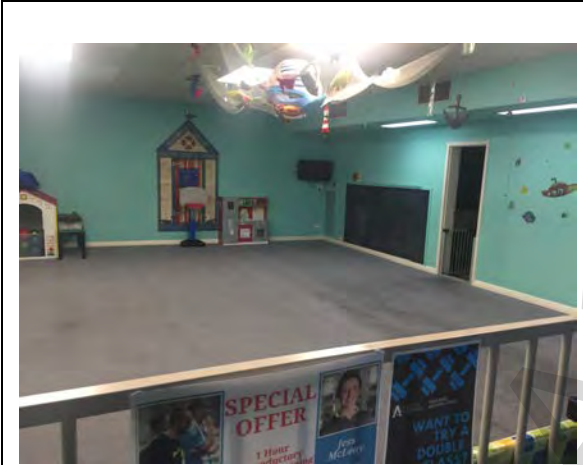
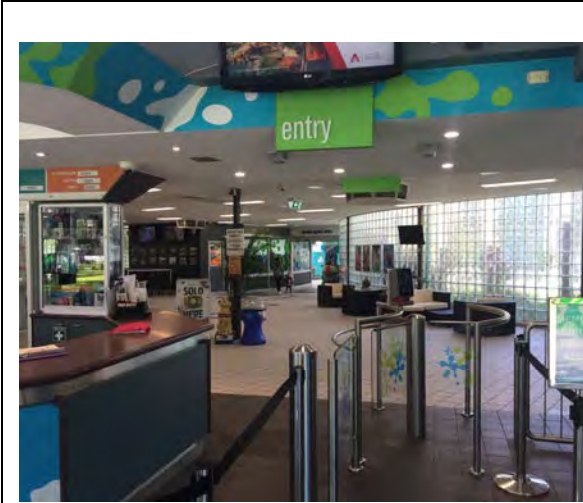
Item	Optimal Visitations	Growth Visitations	AAC Comparable Visitations	Local Facility Visitations
Indicative Visits (p.a.)	1,300,000	1,000,000	714,000	500,000
Car Park Provision	520	400	286	200
Site Area (sqm)				
- Building Area	9,286	7,692	5,950	4,545
- Car Park Area	15,600	12,000	8,568	6,000
- Circulation	1,244	985	726	527
- Total Area	26,100	20,700	15,200	11,100
Indicative Cost	\$60,200,000	\$49,800,000	\$38,600,000	\$29,500,000
Indicative Facility Components	50m pool Spectator seating Learn to swim Leisure water (large) Warm water pool (large) Spa, sauna & steam Gym (large) Program rooms Creche Café Service areas	25m pool (large) Learn to swim Leisure water (large) Warm water pool (large) Spa, sauna and steam Gym (large) Program rooms Creche Café Service areas	25m pool (large) Learn to swim Leisure water Warm water pool Spa, sauna and steam Gymnasium Program rooms Creche Café Service areas	25m pool Learn to swim / toddler's pool Warm water pool (small) and spa Gymnasium Program rooms Children's area Café Service areas

Table 11: Indicative Development Scenarios

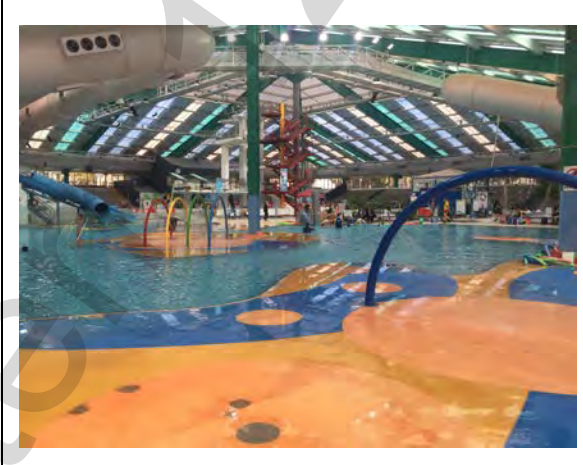
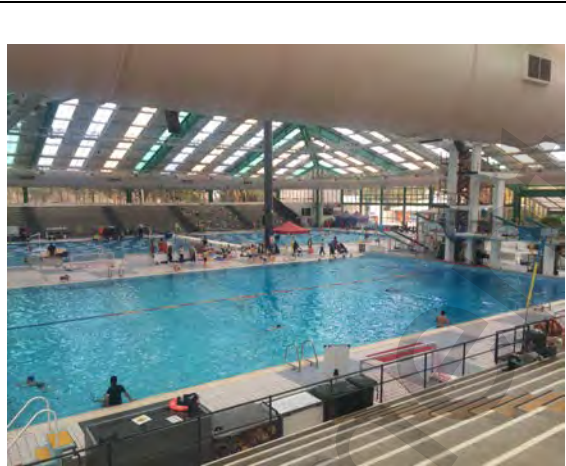
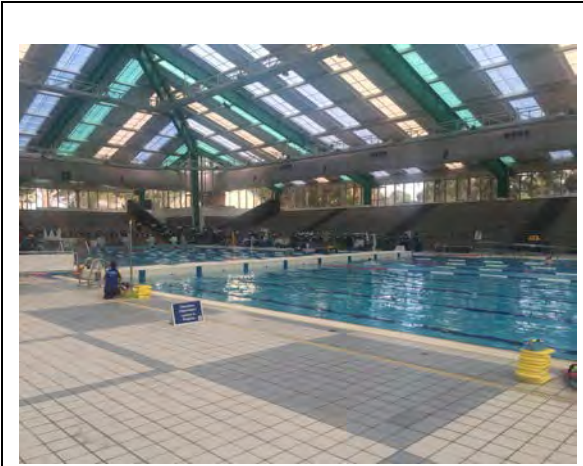
**Appendix A -
AAC Aerial and Images**

Item 12.1 - Attachment A





Item



**Appendix B -
Carnival and Events Summary**

Item 12.1 - Attachment A

Main Pool Carnivals and Events

Group	Approximate Numbers	Type	Month
Swimming			
Adelaide High	651	50m	February
Blackfriars Jr	200	25m	March
Blackfriars Sr	542	50m	February
Catholic Co Ed	200	50m	February
Endeavour College	525	50m	February
Findon High School	59	25m	February
Loreto College	713	50m	February
Nazareth College	1,060	50m	February
Pedare College	606	50m	February
Prince Alfred College	627	50m	February
Rostrevor College	751	50m	February/March
St Aloysius	1,070	50m	February
St Andrews School	217	25m	March
St Dominics Sr	350	25m	November
St Ignatius Jr	246	25m	November
St Johns Grammar	215	25m	March
St Mary's	348	25m	May
St Peters Girls	522	50m	February
Wilderness Jr	400	25m	February / March
Wilderness Sr	350	50m	February
Xavier College	560	50m	May
Catholic Co-Ed	250	50m	February/March
SACSA	300	50m	February
State Swim 1	300+	25m	April
State Swim 2	300+	25m	September/ October
Water Polo			
SA Catholic Schools Sports Water Polo	150+	Divepool	Term1
SA Catholic Schools Sports Water Polo	150+	Divepool	Term 4
SA School Sports Water Polo	150+	Divepool	Term 1
SA School Sports Water Polo	150+	Divepool	Term 1
None School			
Norwood Swim Club Longcourse	500+	50m	October
Norwood Swim Club Shortcourse	500+	25m	June
WEETBIX TRYathlon	Unknown	50m	April

Dive Pool Bookings 2018/19

Type	Water Polo	Scuba / Free Dive	Swim	Other	Total
Aug-18	21.5	4	0	22.5	48
Sep-18	66.5	4	8	18	96.5
Oct-18	66	0	0	25	91
Nov-18	103.5	0	0	27	130.5
Dec-18	40	0	0	4.5	44.5
Jan-19	38	0	0	0	38
Feb-19	100.25	0	2	0	102.25
Mar-19	116	0	0	0	116
Apr-19	42.5	0	0	0	42.5
May-19	41.5	0	0	0	41.5
Jun-19	43.75	0	4	7	54.75
Jul-19	23	1	0	0	24
Total	702.5	9	14	104	829.5



Communication and Engagement Plan

Project Title: Aquatic & Recreational Facility – Draft Needs Analysis

PURPOSE OF ENGAGEMENT

- stakeholder feedback will inform the completion of the Needs Analysis
- inform community of the findings to date contained within the Draft Needs Analysis and provide an opportunity for feedback
- inform community of the process and high-level process map and stages for this element of the project
- engage in a timely and transparent way with the community.

LEGISLATIVE REQUIREMENTS

There is no legislated requirement to consult on the findings of the Draft Needs Analysis.

ENGAGEMENT APPROACH

Ten weeks of targeted engagement with Adelaide Aquatic Centre (AAC) users / City of Adelaide (CoA) rate payers / adjacent councils and wider community across multiple channels/mediums as per below:

1. Online consultation to commence as soon as practicable following the Council meeting on 10 December 2019
2. Consultation via all other methods commencing no later than 13 January 2019

Review of community feedback and provide findings to Council and AFC by 31 March 2020.

HOW

A range of methods and tools will be used to ensure that we reach key stakeholders and the wider community throughout this phase of the engagement process.

The following are some of the tools that will be used:

- Your Say Adelaide (YSA): online engagement platform
- Newspaper advertisement
- Media Release
- Social media
- Posters
- Face-to-face interviews at the AAC

QUESTIONS - NEEDS ANALYSIS

Please note these questions are indicative only at this stage and may be modified to better suit the agreed purpose of this engagement process.

1. Please indicate your age group: (supply age brackets)
2. Please indicate your postcode of residence:
3. Please indicate if you are a current Adelaide Aquatic Centre 'Gym & Swim' or 'Swim School' Member? Yes / No
4. Please indicate how frequently you access the Centre:

never / annually / quarterly / monthly / weekly / more than once a week
5. Please indicate how frequently you have accessed the following services within the Adelaide Aquatic Centre:

never / annually / quarterly / monthly / weekly / more than once a week
 - Aquatic Group Fitness
 - Dry Group fitness
 - Gym workout
 - Lap swimming
 - Club / Organised swimming
 - Recreational swimming

- Swim School lesson
 - Spa
 - Sauna/ Steam room
 - Café
 - Personal Training
 - Allied Health / Therapy
 - Creche
 - Retail / Swim Shop
 - Aquatics Sports (e.g. Water Polo, Underwater Hockey / Rugby)
6. Please indicate the level of importance to you and your family of the following facilities:
not important / slightly important / important / very important
- As per above list in question 5
7. Please indicate any other services not listed that you would like available at the Adelaide Aquatic Centre:
8. Please indicate how often would you use this facility if your most desired services were provided at the Adelaide Aquatic Centre:
never / annually / quarterly / monthly / weekly / more than once a week
9. Please indicate which mode of transport you would use to travel to the Centre:
Public transport / car / walk / bike / scooter / other
10. Please provide any additional feedback or comments regarding the Draft Needs Analysis:
11. Please indicate if you would like to be added to a mailing list to be kept informed of any future plans for the Adelaide Aquatic Centre or to participate in further engagement: Yes / No

Unsolicited Proposal – Council Request

ITEM 12.2 10/12/2019
Council

2019/01387
Public

Program Contact:
Tom McCready, AD Property &
Commercial 8203 7313

Approving Officer:
Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY

At its meeting on 19 November 2019 Council resolved:

That Council:

1. Sets a deadline for Adelaide Football Club to submit detailed concepts for their proposed facility to Council for public release in the agenda and papers for the Council meeting to be held 10 December 2019.
2. Sets a deadline for Administration's 'Needs Analysis' to be publicly released in the agenda and papers for the Council meeting to be held 10 December 2019.
3. Launches an extensive public consultation on both to help determine the scale and service offering of a new state of the art Adelaide Aquatic Centre. Consultation shall commence on or before 31 January 2020.
4. If it does not receive the above reserves the right to not accept the Adelaide Football Club proposal.

This report provides an update to Council Members as to the status of the Adelaide Football Club's (AFC) draft proposal and the next steps, including Community consultation.

Please note: At the time of writing this report the AFC had yet to provide Administration with their 'detailed concepts' and as such the AFC will table their submission on 10 December 2019 for Council review and inclusion into the minutes of the meeting.

RECOMMENDATION

THAT COUNCIL

1. Receives the draft Adelaide Football Club draft proposal to date and submission which outlines their response to Council's Guiding Principles, as tabled at the meeting of the Council on 10 December 2019.
2. Notes that the Adelaide Football Club has not been provided with the endorsed 'Needs Analysis' and therefore the draft proposal submitted should not be taken as the final 'Detailed Proposal'.
3. Notes that Administration will provide a copy of the 'Draft Needs Analysis' report to the Adelaide Football Club to enable it to consider the findings and inform the further development of their concept and final 'Detailed Proposal'.
4. Endorses the Communication and Engagement Plan as shown in Attachment A to Item 12.2 on the Agenda for the meeting of the Council held on 10 December 2019, for the purposes of commencing public consultation on the Adelaide Football Club's draft proposal to date and submission which outlines their response to Council's Guiding Principles.

IMPLICATIONS AND FINANCIALS

<p>City of Adelaide 2016-2020 Strategic Plan</p>	<p>Strategic Alignment – Smart</p> <ul style="list-style-type: none"> • Supports a review of Council businesses to determine best management models • Aims to provide operational efficiency and greater value for money through enhanced effectiveness and greater use of the facility by the community. <p>Strategic Alignment – Liveable</p> <ul style="list-style-type: none"> • Create a world class sporting and community infrastructure incorporating universal access. • Aims to provide Council with an understanding of the facilities and attractions needed to meet the needs and expectations of growing high-density communities living in and near the City • Opportunity to increase participation by the broadest range of residents in the community life of their neighbourhood. <p>Green</p> <ul style="list-style-type: none"> • Supports the embedding of better environmental performance into new and existing developments.
<p>Policy</p>	<p>The Adelaide Park Lands Management Strategy and relevant Community Land Management Plan provide direction for the future development and use of the Park Lands.</p> <p>As there is no legislated consultation required under the Unsolicited Proposals Process the City of Adelaide Community Consultation Policy does not apply.</p> <p>A Communication and Engagement Plan developed to ensure our Community and other stakeholders are fully engaged throughout all future stages of the Unsolicited Proposal process.</p>
<p>Consultation</p>	<p>The AFC concept development to date will be released for public viewing in the minutes of the meeting and made available on Council’s dedicated AFC Unsolicited Proposal website thereafter.</p> <p>Whilst not a legislated requirement, should Council endorse the Communication and Engagement Plan, community consultation on the findings of the ‘Needs Analysis’ and AFC draft proposal to date will commence as early as practical following the 10 December 2019 and run for a period of no less than 10 weeks.</p> <p>At the conclusion of the consultation period, a workshop will be facilitated with Council Members to consider the community consultation results and further evaluate the findings of the ‘Draft Needs Analysis’ report and seek feedback from Council Members of any matters that require further consideration.</p>
<p>Resource</p>	<p>Internal</p>
<p>Risk / Legal / Legislative</p>	<p>There are no risk/legal/legislative implications arising out of this report. Administration has identified and mapped out the relevant legislative requirements in the event the unsolicited proposal progresses.</p>
<p>Opportunities</p>	<p>To inform Council and the Community as to the status of the AFC draft proposal noting that the draft proposal being submitted is not be taken as the final ‘Detailed Proposal’.</p> <p>To provide the Community with an opportunity to provide feedback on the AFC draft proposal to date and their response to the Guiding Principles.</p>
<p>19/20 Budget Allocation</p>	<p>Not as a result of this report</p>

Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
19/20 Budget Reconsideration (if applicable)	Currently being resourced and funded from the Property and Commercial Program operating budget.
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

.....

DISCUSSION

1. On 19 February 2019, Council received an unsolicited proposal from the Adelaide Football Club (AFC) in relation to the development of a sports and community aquatics facility based at Denise Norton Park / Pardipardinyilla (Park 2), which is the current site of the Adelaide Aquatic Centre (AAC).
2. On 12 March 2019, Council approved progressing the Proposal to Stage 2 of the Unsolicited Proposals process, subject to entering into a Participation Framework Agreement (PFA).
3. On 17 July, the AFC agreed to and signed the PFA which establishes a framework and the terms and conditions applying to the Stage 2 'Unsolicited Proposals' process.
4. The Stage 2 Unsolicited Proposal process is an iterative one. The Council has set the rules for the process under the PFA and has flexibility to vary those rules at any time.
5. The rules specifically contemplate that:
 - 5.1. Council will consult around any detailed AFC proposal and will manage that process
 - 5.2. Council can withdraw from the Stage 2 process and terminate the PFA at any time with no liability to the AFC
 - 5.3. Council can vary the Guiding Principles at any time
 - 5.4. The Detailed Proposal must be consistent with the Guiding Principles (as updated by the Council from time to time).
6. On 2 September 2019, Council Members received a confidential briefing by the AFC on the progress of their draft proposal.
7. On 19 November 2019, Council resolved that Council:
 - 7.1. Sets a deadline for Adelaide Football Club to submit detailed concepts for their proposed facility to Council for public release in the agenda and papers for the Council meeting to be held 10 December 2019.
 - 7.2. Sets a deadline for Administration's Needs Analysis to be publicly released in the agenda and papers for the Council meeting to be held 10 December 2019.
 - 7.3. Launches an extensive public consultation on both to help determine the scale and service offering of a new state of the art Adelaide Aquatic Centre. Consultation shall commence on or before 31 January 2020.
 - 7.4. If it does not receive the above reserves the right to not accept the Adelaide Football Club proposal.
8. On 22 November, the Deputy CEO wrote to the CEO of the AFC requesting that the Club provide a copy of the concept development to date and response to Council's Guiding Principles for public release at the Council meeting to be held 10 December 2019. The AFC had yet to provide Administration with their 'detailed concepts' and as such the AFC will table their submission on 10 December 2019 for Council review and inclusion into the minutes of the meeting.
9. At a public briefing, prior to the Council meeting on the 10 December 2019, the AFC will outline to Council Members the current status of their submission which includes a draft proposal and submission which outlines their response to Council's Guiding Principles.
10. A separate report on the 'Draft Needs Analysis' is included in the agenda for the Council meeting on 10 December 2019.
11. That report provides a summary of the findings and a copy of the 'Draft Needs Analysis' Report will be made available for public viewing in the agenda papers and following the meeting of Council on 10 December 2019 via Council's public 'Your Say' website (<https://yoursay.cityofadelaide.com.au/>).
12. In addition, the motion requested that extensive public consultation on both the 'Draft Needs Analysis' and 'detailed concepts' from the AFC commences on or before 31 January 2020.
13. While not a legislated requirement as part of the 'Unsolicited Proposal Process', a Communication and Engagement Plan as shown in **Attachment A**, has been prepared.
14. The Communication and Engagement Plan outlines the proposed consultation methodology and recommends:
 - 14.1. 10 weeks of targeted engagement with AAC users / City of Adelaide (CoA) rate payers / adjacent councils and wider community across multiple channels as per below:

- 14.1.1. Online consultation to commence as soon as practicable following the Council meeting on 10 December 2019
- 14.1.2. Consultation via all other methods commencing no later than 13 January 2019
- 14.2. Provide findings to Council and AFC by 31 March 2020.
- 15. It should be noted that in our Community Engagement Strategy, endorsed by Council in 2012, we state the following:
 - 15.1. *“Community engagement can take place at any time of the year (excluding the Christmas period) and is dependent on Council’s program of work.”*
- 16. It is important to note high visitations to the AAC occurs during January and February so undertaking Community engagement and consultation during this period should attract the highest potential response rate due to summer activation at the AAC.
- 17. Next Steps:
 - 17.1. The AFC draft proposal to date will be made available for public viewing on Council’s ‘Your Say’ website (<https://yoursay.cityofadelaide.com.au/>) and on the dedicated AFC Unsolicited Bid website (<https://www.cityofadelaide.com.au/adelaide-football-club-and-denise-norton-park-pardipardinyilla-park-2/>).
 - 17.2. Community consultation on the AFC draft proposal to date and their response to the Guiding Principles will commence as early as practicable following the Council meeting on 10 December 2019 and run for a period of not less than 10 weeks.
 - 17.3. A workshop will be facilitated with Council Members at the conclusion of the consultation period to evaluate the community consultation results.

ATTACHMENTS

Attachment A – Communication and Engagement Plan - AFC Unsolicited Proposal.

- END OF REPORT -



Communication and Engagement Plan

Project Title: AFC Unsolicited Proposal

PURPOSE OF ENGAGEMENT

- inform community of the process and stages for this project
- engage with key stakeholders and the wider community about the Adelaide Football Club (AFC) draft proposal and how it will be assessed in relation to the Guiding Principles, needs analysis, community feedback and other factors
- inform the community of facts relating to the AFC draft proposal and why it is being proposed
- engage in a timely and transparent way with the community
- stakeholder feedback will help inform Council's decisions in relation to the unsolicited bid.

LEGISLATIVE REQUIREMENTS

There are no legislative requirements to engage as part of the Unsolicited Proposal Process.

However, legislated consultation is likely to be required if the AFC submits a 'Detailed Proposal' for Councils consideration.

ENGAGEMENT APPROACH

Ten weeks of targeted engagement with Adelaide Aquatic Centre (AAC) users / City of Adelaide (CoA) rate payers / adjacent councils and wider community across multiple channels/mediums as per below:

1. Online consultation to commence as soon as practicable following the Council meeting on 10 December 2019.
2. Consultation via all other channels/mediums commencing no later than 13 January 2019.

Review of community feedback and provide findings to Council by 31 March 2020 and then AFC.

HOW

A range of methods and tools will be used to ensure that we reach key stakeholders and the wider community throughout this phase of the engagement process.

The following are some of the tools that will be used:

- Your Say Adelaide (YSA): online engagement platform
- Newspaper advertisement
- Media Release
- Social media
- Posters
- Face-to-face interviews at the AAC.

QUESTIONS - UNSOLICITED PROPOSAL

Please note: These questions are indicative only at this stage and may be modified to better suit the agreed purpose of this engagement process.

1. In your opinion, does the initial response provided by the Adelaide Football Club align with the Guiding Principles? [LINK to Guiding Principles in PDF]

Strongly Agree Agree Neutral Disagree Strongly Disagree

Please explain:

2. The initial response submitted by the AFC has not been informed by the Needs Analysis Report findings nor by community feedback.

Taking the above into consideration what are your views on the Concept Design? Please provide your comments:

3. Please provide any further feedback regarding the Adelaide Football Club's draft proposal and Denise Norton Park / Pardipardinyilla (Park 2):

Lord Mayor Travel to the United States, March 2020

ITEM 12.3 10/12/2019
Council

2019/02296
Public

Program Contact:
Matt Grant, AD Economic
Development & Innovation 8203
7779

Approving Officer:
Ian Hill, Director Growth

EXECUTIVE SUMMARY

A visit to the United States in March 2020 would present several opportunities for the Lord Mayor to engage with key partners to further the City of Adelaide's strategic goals.

A visit to Austin, Texas, would allow the Lord Mayor to maintain and enhance links with one of Adelaide's sister cities and to participate in Austin's globally recognised South-by-Southwest (SXSW) event.

A visit to Houston, Texas, would allow the Lord Mayor to participate in the opening of the new South Australian Government Office in Houston. Premier Marshall and Minister Ridgway are expected to attend the opening event. The Houston office will cover North and South America and will be co-located with Austrade's office in Houston. Houston was chosen for the office given the synergies Texas shares with vital sectors for South Australia such as food, wine, defence and space industries, high tech and creative industries, health industries and renewable energy. In Houston, we would also seek a meeting with Houston's Mayor to discuss partnering with the City of Houston on economic growth initiatives. The visit presents an opportunity for the Lord Mayor to sign a formal instrument to underpin this cooperation. Administration is preparing this documentation in consultation with the City of Houston and the State Government.

A visit to Boston, Massachusetts, would allow the Lord Mayor to continue engagement with Massachusetts Institute of Technology (MIT) on the Living Lab Project at the Lot Fourteen innovation precinct. This will inform Council's economic development opportunities and activities with Lot Fourteen.

RECOMMENDATION

That Council:

1. Approves the Lord Mayor's travel to the United States (Austin, Houston and Boston) in March 2020.
2. Notes a draft itinerary for the travel, as shown in Attachment A to Item 12.3 on the Agenda for the meeting of the Council held on 10 December 2019.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	<p>Strategic Alignment – Smart</p> <p>This activity supports the following Strategic Plan objective: Showcase the City as the location of choice for international and national trade and investment, especially for the knowledge, arts and cultural sectors, through our sister cities and other partnerships and connections, and align with State Government economic targets for increasing foreign investment, service exports and skilled migration.</p>
Policy	Not as a result of this report
Consultation	Ongoing consultation with South Australian Government [Department of Trade, Tourism and Investment and Department of Premier and Cabinet] and with the Federal Government [Consulate-General in Los Angeles].
Resource	Subject to Council approval, the CEO will determine the appropriate support required from Administration. Travel, accommodation and associated costs for the Lord Mayor and staff are estimated at \$10,000 -15,000 per person. The costs for this visit will be managed within existing budgets.
Risk / Legal / Legislative	Not as a result of this report
Opportunities	<p>A visit to Austin and Houston would provide the opportunity to deepen the sister city relationship with Austin and to promote Adelaide as a smart, green, innovative and creative city particularly through:</p> <ul style="list-style-type: none"> • Connecting early with the new SA Government office in Houston and present to our US counterparts as a united Adelaide/South Australia front. • Meeting civic leaders in Austin and Houston to discuss opportunities for cooperation on: <ul style="list-style-type: none"> ○ UNESCO Creative Cities ○ Festivals and Events ○ Accelerating Smart City initiatives. • Participating in SXSW as part of a high level South Australian delegation. • Engaging with people and institutions who have connections in Adelaide. <p>Opportunities for CoA involvement in the Living Lab project (collaboration with MIT in Boston):</p> <ul style="list-style-type: none"> • CoA is escalating its focus on the use of data to drive economic development, smart city and community outcomes. The projects/activities/initiatives being considered for investigation by the MIT Living Lab Adelaide are well-aligned to the strategic goals of CoA • Adds highly credible R&D to City of Adelaide's data analytics and smart city ambitions, leveraging MIT's other Living Labs in New York, Beijing and Istanbul • Strengthen Adelaide's smart city credentials • Involvement in the project provides a practical pathway to collaboration with Lot Fourteen and progressing economic development opportunities.
19/20 Budget Allocation	Yes, provided for within the International Relations budget allocation

Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Ongoing
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (e.g. maintenance cost)	Potential CoA assistance to the Living Lab through provision of staff and data within approved budget.
Other Funding Sources	Not as a result of this report

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DISCUSSION

1. Visiting Austin will help to strengthen Adelaide's links with its sister city and would provide an opportunity to promote Adelaide as a smart, green, liveable and creative city, particularly through:
 - 1.1. Participation in the SXSW Festival.
 - 1.1.1. SXSW is an annual conglomerate of film, interactive media and music conferences and festivals, which began in 1987.
 - 1.1.2. The Lord Mayor could participate in panel discussions and/or present a keynote address.
 - 1.1.3. Conference Tracks at SXSW relevant to Adelaide include: Climate and Social Action, Connection and Culture, Government and Politics, Health and Medical Technology, Start-ups, Tech Industry and Enterprise and the Gaming Industry.
 - 1.1.4. The Australian Government is involved at SXSW through the Department of Foreign Affairs and Trade's G'day USA public diplomacy program. An "Australia House" will be set up at SXSW to promote Australian culture, expertise, products and technology. In 2020, a South Australian-themed event is proposed for Monday 16 March at Australia House which the Lord Mayor could participate in.
 - 1.1.5. A group from Flinders University's New Venture Institute (NVI) will be participating in SXSW. NVI will take a group of South Australian start-ups to SXSW, following a visit to San Francisco to engage with the technology sector in that city. This visit will be an excellent opportunity for these companies to gain exposure to the American market. At SXSW, there will be opportunities for the Lord Mayor to engage with this group and support their program, including through a visit to Tech Ranch, a prestigious start-up incubator in Austin.
 - 1.1.6. Given the large number of participants and attendees at SXSW each year and constraints on accommodation and passes for the festival, subject to Council approval it is necessary to make arrangements for the Lord Mayor's travel as soon as possible.
 - 1.2. Meeting civic leaders, including the Mayor of Austin, Steve Adler, to discuss opportunities for cooperation on UNESCO Creative Cities, Festivals and Events and assist in accelerating City of Adelaide Smart City initiatives.
 - 1.3. Engaging with people and institutions who have connections with Adelaide, including CEO of Fashion for Good and founder/owner of the Austin, Houston and Texas Fashion Festivals, who visited Adelaide during the recent Vogue Festival.
2. Visiting Houston would allow the Lord Mayor to attend the opening of the South Australian State Government office in Houston.
 - 2.1. The office will cover North and South America and forms part of the State Government's \$12.8 million investment to establish five new overseas trade and investment offices. Houston was chosen for the office given the synergies Texas shares with vital sectors for South Australia such as food, wine, defence and space industries, high tech and creative industries, health industries and renewable energy. Several South Australian companies have a presence in Texas and over 30 Texan companies are present in South Australia. Additionally, the City of Adelaide has a sister city relationship with Austin and there are several educational partnerships in place between South Australian and Texan universities.
 - 2.2. This expanded global presence aims to help increase South Australia's international trade and support exporters in accessing markets in the Americas, with new offices already opened in Shanghai and Tokyo.
 - 2.3. The South Australia Premier and Minister of Department Trade, Tourism and Investment will likely attend the opening and also SXSW.
 - 2.4. A meeting would be sought with Houston's Mayor to discuss partnering with the City of Houston on economic growth initiatives. The visit could present an opportunity for the Lord Mayor to take forward this cooperation.
3. A visit to Boston, Massachusetts, would allow the Lord Mayor to continue engagement with Massachusetts Institute of Technology (MIT) on the Living Lab at the Lot Fourteen innovation precinct.

- 3.1. The Department of Trade, Tourism and Investment (DTTI) has brokered a relationship between The Massachusetts Institute of Technology (MIT), BankSA and Optus to launch a Living Lab at the Lot Fourteen innovation precinct. Planned to run for three years, the project will bring together the public, private and research sectors, analysing data to determine the most effective ways for South Australia to drive both economic and sustainable population growth.
 - 3.2. Given the CoA's focus on the use of data to drive economic development, smart city and community outcomes, the Living Lab Adelaide project aligns closely with CoA's strategic goals. The lab will add highly credible research and development to City of Adelaide's data analytics and smart city ambitions and will collaborate with MIT's other Living Labs in New York, Beijing and Istanbul. Active involvement in the Living Lab project would position Adelaide as a leading smart city. Involvement would also present a practical pathway for CoA presence at Lot Fourteen.
 - 3.3. The Lord Mayor and CoA Director of Growth met with Professor Sandy Pentland (MIT) when he was in Adelaide to launch the Lab in July 2019.
 - 3.4. MIT extended an invitation for relevant administrative representatives from City of Adelaide to join DTTI and the Living Lab partners to visit MIT in Boston in October 2019. Manager of Entrepreneur Programs at CoA attended to scope opportunities to position Adelaide as an ideal city to act as a test bed for the city labs initiative and other smart city projects.
 - 3.5. More information on the MIT Living Lab Projects is at: <http://livinglab.mit.edu/>
 - 3.6. More information about the Adelaide Living Lab project is at: <https://www.futureadl.com.au/1/26/massachusetts-institute-of-technology>.
 - 3.7. A visit to MIT would further strengthen ties to the Living Lab project and allow CoA to identify opportunities at Lot Fourteen to leverage the considerable City Deal investment.
4. A proposed itinerary is shown in **Attachment A**. Dates are currently indicative subject to the finalisation of dates for the South Australian State Government office opening in Houston and the proposed South Australian-themed event during the SXSW Festival.

ATTACHMENTS

Attachment A – Proposed Itinerary – Lord Mayor Travel to the United States, March 2020

- END OF REPORT -

Lord Mayor, Visit to United States (Austin, Houston and Boston), 15-23 March 2020

Proposed Itinerary

Note: Timing of the opening of the Houston office remains TBC and may take place before or after visit to Austin.

Saturday 14 / Sunday 15 March	Travel to Austin, Texas
Monday 16 March	<p>South Australian event at Australia House, SXSW, organised as part of DFAT's G'day USA public diplomacy program</p> <ul style="list-style-type: none"> • Proposed space industry theme <ul style="list-style-type: none"> ○ Will attract significant interest in SA and Adelaide <p>SXSW Events** (Tech/innovation-related themes)</p>
Tuesday 17 March	<p>Meeting with Mayor of Austin, Steve Adler</p> <ul style="list-style-type: none"> • Future of sister city relationship • Key areas for collaboration: <ul style="list-style-type: none"> ○ Smart City initiatives; ○ UNESCO creative city links; ○ Festivals and events. <p>Meeting with SXSW Festival Director, Hugh Forrest</p> <ul style="list-style-type: none"> • Hugh Forrest visited Adelaide in 2018 – interested in sustainable events agenda for SXSW • Discuss links between South Start and SXSW <ul style="list-style-type: none"> ○ How to position South Start as SXSW “Best-of” in SA ○ US Ambassador Culvahouse has expressed support for this initiative previously and could help to realise this goal. <p>SXSW Events** (Tech/innovation-related themes)</p>

Wednesday 18 March	<p>Meeting with Matt Swinney and other relevant fashion contacts</p> <ul style="list-style-type: none"> • Way forward for Adelaide-Austin exchange/collaboration on fashion <p>Visit to Tech Ranch (start-up incubator) with Flinders NVI delegation</p> <ul style="list-style-type: none"> • Provide support and add weight to NVI delegation of South Australian start-up entrepreneurs <p>Meeting with relevant Smart City contacts in Austin</p> <ul style="list-style-type: none"> • Explore cooperation on Smart-city initiatives <p>SXSW Events** <i>(Tech/innovation-related themes)</i></p>
Thursday 19 March	<p>South Australian music showcase at Australia House</p> <ul style="list-style-type: none"> • Organised through DFAT / G'day USA • Bring together SA bands playing at SXSW to showcase Adelaide talent / promote Adelaide as a UNESCO City of Music and vibrant cultural centre. <p>Meetings with UNESCO City of Music / Texas Music Office contacts</p> <p>SXSW Events** <i>(Music/Culture-related themes)</i></p>
Friday 20 March	<p>Travel to Houston for opening of South Australian Government Office **Timing TBC</p> <p>Meeting with Sylvester Turner, Mayor of Houston, to discuss partnering with the City of Houston on economic growth opportunities. Possible signing of MoU on cooperation with Houston.</p>
Sunday 22 March	<p>Travel to Boston</p>
Monday 23 March	<p>Meeting with Professor Sandy Pentland and other relevant interlocutors at Massachusetts Institute of Technology (MIT) to discuss the Adelaide Living Lab project</p>

	<ul style="list-style-type: none"> • Advise MIT about formal working relationship between CoA and Lot Fourteen to partner on start-up accelerator, underpinned by MoU. <p>Meeting with Boston Mayor Marty Walsh to identify areas of potential cooperation, including the Adelaide Living Lab Project</p>
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**Conference Tracks at SXSW include:

- Climate and Social Action
- Connection and Culture
- Government and Politics
- Health and Medtech
- Start-ups
- Tech Industry and Enterprise
- Gaming Industry

Attendance at the National Climate Emergency Summit

ITEM 12.4 10/12/2019
Council

2018/04233
Public

Program Contact:
Ben Saint, Chief of Staff to the
Lord Mayor, 82037464

Approving Officer:
Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY

Councillor Robert Simms is seeking approval to represent the City of Adelaide at the upcoming National Climate Emergency Summit in Melbourne from 14 – 15 February 2020.

Approval is also sought for the cost of registration, return flights and two night's accommodation in Melbourne.

Councillor Simms will provide a report to Council outlining the Summit and its outcomes on his return.

RECOMMENDATION

That Council:

1. Approves travel and associated costs for Councillor Simms to travel to Melbourne in February 2020 to represent the City of Adelaide at the National Climate Emergency Summit
-

IMPLICATIONS AND FINANCIALS

<p>City of Adelaide 2016-2020 Strategic Plan</p>	<p>Strategic Alignment – Outcome – Green</p> <p>One of the world's First Carbon Neutral Cities and an international leader in environmental change</p> <p>City Carbon Emissions will be reduced by 35% from the 2006-07 baseline by 2020</p> <p>Green Space and Greenery in the built-up area of the city will have increased by 100,000 square metres by 2020</p> <p>By 2020, aquatic native plants on the Torrens Lake Floor will have increased from almost zero to 7,500 square metres</p> <p>A detailed measure of reduction in kerbside and general waste will have been developed and influences our work</p> <p>A comprehensive integrated water management measure will have been developed and influences our work</p>
<p>Policy</p>	<p>Not as a result of this report</p>
<p>Consultation</p>	<p>Not as a result of this report</p>
<p>Resource</p>	<p>Not as a result of this report</p>
<p>Risk / Legal / Legislative</p>	<p>There are no legal or legislative risks associated with this activity</p>
<p>Opportunities</p>	<p>The first national Climate Emergency Summit will bring together leaders and representatives from various levels of government to share ideas and strategies for tackling climate change. Councillor Simms hopes to share information on Council's own initiatives with delegates, but also gather useful information that may shape Council's own response. As a city that is already feeling the effects of climate change, Councillor Simms considers it is important for Council to be represented at this summit. This also aligns with Council's strategic objective to be a leading green city.</p>
<p>19/20 Budget Allocation</p>	<p>The approximate total cost of \$2,000, which is provided for within existing budgets, would include conference registration (\$165), two night's accommodation (\$500) and return flights to Melbourne (\$800).</p>
<p>Proposed 20/21 Budget Allocation</p>	<p>Not as a result of this report</p>
<p>Life of Project, Service, Initiative or (Expectancy of) Asset</p>	<p>Not as a result of this report</p>
<p>19/20 Budget Reconsideration (if applicable)</p>	<p>Not as a result of this report</p>
<p>Ongoing Costs (eg maintenance cost)</p>	<p>Not as a result of this report</p>

Other Funding Sources	Not as a result of this report
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DISCUSSION

1. Councillor Robert Simms seeks the opportunity to attend the National Climate Emergency Summit to be held at the Melbourne Town Hall from 14-15 February 2020 ([Link 1](#)).
2. The Summit has been described as a flagship event and will bring expert practitioners, local governments, climate scientists, community organisations, industry innovators, young leaders, climate action groups and high profile advocates together on a public stage.
3. The Summit objectives include to “investigate and demonstrate what a climate emergency response looks like at both local and national levels and to catalyze effective strategy that supports emergency climate action”.
4. Council recently resolved the following:
 “That Council:
 1. Acknowledges the City of Adelaide’s (COA) long-standing commitment to managing and reducing the greenhouse gas emissions of the COA and the community
 2. Requests that the COA consider and address climate change risks in its own operations and service delivery; with a report on progress and implementation to be provided to the City of Adelaide Audit Committee for its review and assurance to Council
 3. Declares that climate change poses a serious risk to the people of Adelaide, and it should be treated as a national emergency
 4. Requests that the Lord Mayor advocates to other tiers of government through the Capital City Committee and the Council of Capital City Lord Mayors that urgent action is taken to understand, disclose and manage risks related to Climate Change.”
5. Councillor Simms will provide a report to Council outlining the outcomes of his participation in the Summit on his return.

ATTACHMENT

Nil

- END OF REPORT -

Progress of Motions by Elected Members

ITEM 12.5 10/12/2019
Council

2018/04074
Public

Program Contact:
Rudi Deco, Manager Governance
8203 7442

Approving Officer:
Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY:

This report responds to the decision of Council from 12 March 2019 to report to every second Council meeting of the month on the Progress of Motions by Elected Members.

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RECOMMENDATION:

That Council:

1. Notes the report.
-

IMPLICATIONS AND FINANCIALS:

City of Adelaide 2016-2020 Strategic Plan	Strategic Alignment - Corporate Activities
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
19/20 Budget Allocation	Not as a result of this report
Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. On 12 March 2019, Council resolved that Council requests the Administration, at every second meeting of Council to report on the progress of Councillor motions with and without notice adopted by the elected body over the current and previous two terms but which have not yet been fully implemented.
2. Since the commencement of the 2018-2022 Council Term a total of 112 motions on and without notice have been carried by Council.
3. As at 3 December 2019 a total of 82 motions on or without notice remain open from the current and previous terms of Council. The current progress of these motions on and without notice can be found [here](#).
4. Council Members can review progress updates on all decisions and Administration undertakings via the online Council Member portal. Council Executive can provide a verbal update on undertakings to Council Members on request.

ATTACHMENTS

Nil

- END OF REPORT -

Quarterly Forward Procurement Report

ITEM 12.6 10/12/2019

Council

2018/03945
Public**Program Contact:**Tracie Dawber, AD Finance &
Procurement 8203 7002**Approving Officer:**Clare Mockler, Deputy CEO &
Director Culture

EXECUTIVE SUMMARY

In accordance with the Procurement Policy and Operating Guidelines, a forward Procurement Report will be presented to Council every quarter outlining significant planned procurement activities for the next quarter. Council may elect to call in a particular procurement activity to be considered by Council prior to commencing planned procurement activities. Significant procurements are defined as those with procurement expenditure estimated to be equal to or above \$1 million and high value / high criticality / risk procurements as assessed by Council's tiering tool as Tier 1 or 2.

This report covers Quarter 3 for the 2019/2020 financial year.

RECOMMENDATION

THAT COUNCIL

1. Notes the report, Attachment A to Item 12.6 on the Agenda for the meeting of the Council held on 10 December 2019.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	This report supports the delivery of all key themes in Council's strategic plan
Policy	This report is prepared in accordance with the requirements of Council's Procurement Policy. Council's current delegations for procurement are outlined in the Procurement Policy and Procurement Approvals Operating Guideline. There are no other policy implications.
Consultation	All Programs were consulted with in respect to significant procurement activity that is anticipated to occur in the third quarter of the 2019/20 financial year.
Resource	Not as a result of this report
Risk / Legal / Legislative	Section 49 of the <i>Local Government Act</i> outlines the principles that Council will apply to procurement.
Opportunities	Not as a result of this report
19/20 Budget Allocation	Not as a result of this report
Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. The purpose of the Quarterly Procurement Plan, **Attachment A** to this report, is to provide further information and visibility to Council of major procurement and contracting activity. In addition, this process provides opportunity for Council to call in a particular procurement activity to be considered by Council.
2. The following is an extract from the Procurement Policy, endorsed by Council on 13 December 2016:

“The Council will have regard to the following measures in ensuring probity, accountability and transparency”

 - Elected Members will be provided with a quarterly forward procurement plan for consideration, detailing tenders and contracts which will require Elected Member approval;
 - Elected Members will be requested to approve the award of all contracts that exceed \$4,000,000 (ex GST).”
3. Further, the Procurement Approvals Operating Guideline provides that Elected Members will also be given details of procurement activities which have been assessed as Tier 1 or 2 Procurement Activity. Such Procurement Activity is considered high criticality and/or high risk.
4. Following receipt of the Forward Procurement Report, the Council may elect to “call in” a particular procurement activity to be considered by Council. All procurement activities that are not “called in” will be undertaken as planned without any additional involvement from the Council except as otherwise specified in the Procurement Policy or Operating Guidelines.
5. For those procurement activities that are called into Council, a report may be provided to Council outlining the following:
 - 5.1. specification of goods or services to be procured;
 - 5.2. the proposed evaluation criteria and weighting for the procurement activity;
 - 5.3. the proposed evaluation team; and
 - 5.4. the proposed procurement approach and, if a select tender, the proposed companies that will be invited to submit a bid (**Procurement Summary Report**).
6. Based on the Procurement Summary Report, Council will either:
 - 6.1. approve the proposed procurement process as required; or
 - 6.2. request the Chief Executive Officer to make amendments to the proposed procurement process, consistent with the Procurement Policy and applicable legislation.
7. This report covers Quarter 3 of the 2019/2020 financial year.
8. The Chief Executive Officer currently has delegated authority for up to \$4,000,000 under the Procurement Policy, provided the expenditure is within Council approved budget, but from 1 July 2019 (for the Quarter 1 report of the 2019/20 financial year) the Chief Executive Officer determined to refer Contract Award of all Contracts where the value of the Contract exceeds \$1,000,000 for Council’s approval, except where it is a Council Solutions/Purchasing Co-Operative Contractual arrangement, in which case approval of Contract Award is by the Chief Executive Officer.
9. As such, a Forward Procurement Report is now presented to Council every quarter outlining planned procurement activities for each quarter which meet the following thresholds:
 - 9.1. procurement activities with an estimated spend over \$1,000,000; and
 - 9.2. procurement activities with an estimated spend under \$1,000,000 which have been assessed as a Tier 1 and 2 procurement activity. Such procurement activity is considered high criticality and/or high risk.

ATTACHMENTS

Attachment A – Quarterly Forward Procurement Report Q3 2019/20

- END OF REPORT -

Attachment A – Quarter 3 2019/20 Forward Procurement Report

Program	Description	Proposed Procurement Approach	Anticipated Spend	Tier	Expected Qtr at Market	Comments
Infrastructure	Provision for construction at Prospect Road Boulevard and Community Hub (Park 2)	Request for Tender	\$2.8 million	2	Q3	
Infrastructure	Supply of street LED light	Request for Tender	\$2.79 million	3	Q3	Proposed term to be 5 years.
Infrastructure	Cost consultancy panel for infrastructure	Request for Tender	\$1 million	3	Q3	Proposed term to be 5 years
Information Management	ICT Professional Services	Request for Tender	\$1 million	3	Q3	Proposed term to be 1 year with 2 options of renewal of 1 year each

Council Solutions – Winding-up of section 43 Regional Subsidiary

ITEM 12.7 10/12/2019
Council

Program Contact:

Tracie Dawber, AD Finance & Procurement 8203 7002

2019/00224
Public

Approving Officer:

Clare Mockler, Deputy CEO & Director Culture

EXECUTIVE SUMMARY

This report seeks Council's approval to make a formal application to the Minister for Transport, Infrastructure and Local Government to request the winding up of Council Solutions.

RECOMMENDATION

THAT COUNCIL:

1. Approves, pursuant to Schedule 2 Part 2 Clause 33(1)(a) of the *Local Government Act 1999 (SA)*, the winding up of Council Solutions Regional Authority (Council Solutions) being a regional subsidiary under section 43 of the *Local Government Act 1999 (SA)*, of which the Council is a constituent council for the reasons set out in this report.
2. Approves, that Council Solutions, be wound up on the following terms:
 - 2.1 surplus assets of Council Solutions will be distributed, and all liabilities incurred or assumed by Council Solutions will be met in accordance with the Charter, namely, in proportion to the equity shares of the Constituent Councils (as identified in this report).
3. Authorises that Council makes a formal application to the Minister for Transport, Infrastructure and Local Government to request the winding up of Council Solutions.
4. Authorises the Council's Chief Executive Officer to make written application and request on behalf of the Council and in conjunction with the other constituent councils of Council Solutions to the Minister for Transport, Infrastructure and Local Government (the Minister), for the Minister's approval to wind up Council Solutions. which request is to include:
 - 4.1 the reasons for the request;
 - 4.2 confirmation that the assets and liabilities have been identified and addressed appropriately in accordance with the Council Solutions' Charter; and
 - 4.3 a copy of this report and this resolution.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	Strategic Alignment - Corporate Activities
Policy	Council's 'Procurement Policy' and 'Sourcing & Contract Management Operating Guideline' will need amendment on winding up of Council Solutions.
Consultation	Council Solutions is working through the Office of Local Government and with the respective councils regarding the winding up process.
Resource	Savings will be made by Council no longer having to pay a rebate to Council Solutions. Consideration is being given to an additional resource for the Procurement and Contract Management team.
Risk / Legal / Legislative	<p>The key risks revolve around the outstanding items mentioned in the Discussion section of this report which are being worked through.</p> <p>There is a group who are overseeing the winding up on behalf of the Board (the Working Party). The Working Party is made up of the independent chair and the CEO's of the Cities of Charles Sturt, Marion and Tea Tree Gully and they are being supported by the Council Solutions staff, Audit Committee and consultants as required including legal advice in preparing this report and the associated draft recommendation.</p> <p>The primary risk now is working through the recovery of all outstanding debtors and the exposure risk of each constituent council is one sixth of the unrecovered debt.</p> <p>The <i>Local Government Act 1999</i> (SA), schedule 2, section 33 sets out the requirements of winding up of a regional subsidiary established under section. This states:</p> <p style="text-align: center;">“33—Winding-up</p> <p style="padding-left: 40px;">(1) <i>A regional subsidiary may be wound up—</i></p> <p style="padding-left: 80px;">(a) <i>by the Minister acting at the request of the constituent councils; or</i></p> <p style="padding-left: 80px;">(b) <i>by the Minister on the ground that there has been a failure to comply with a requirement of the Minister under section 275 and that the circumstances are, in the opinion of the Minister, sufficiently serious to justify the taking of action to wind up the subsidiary.</i></p> <p style="padding-left: 40px;">(2) <i>A subsidiary is wound up by the Minister publishing a notice in the Gazette.</i></p> <p style="padding-left: 40px;">(3) <i>Any assets or liabilities of the subsidiary at the time of winding-up vest in or attach to the constituent councils on the winding-up in accordance with the charter.”</i></p> <p>This is further reinforced in the Charter under section 8.3 and as set out in the Discussion section of this report.</p> <p>Council Solutions lawyers have provided legal guidance, including providing the draft recommendation included in this report in order to manage the risk of all six councils not having the same resolutions and not having very similar reports.</p> <p>To manage the risks associated with the winding up process, a Council Solutions Working Party was established and has been working through the various tasks and decisions that have needed attention over the last five months. These have been documented in a formal Action Plan.</p> <p>In addition to this Action Plan, Council Solution's finance manager has more recently established a separate finance related action plan to ensure all matters are properly addressed.</p>

Opportunities	Not as a result of this report
19/20 Budget Allocation	<p>There will be no negative financial impact on councils with rebates accumulated over several years being distributed back to each council equally. The full amount is yet to be quantified but at the last budget review, being quarter one estimates for 2019/20 it is estimated that the surplus funds will be of the order of \$500,000 to \$560,000 which is to be split equally among the six constituent councils. This equates to approximately \$90,000 per constituent council.</p> <p>The funds returning to the Council will be reported on at a future budget review once the exact amount is known. Some of these funds may be required to offset the cost to manage the additional workload in contract management and future tendering which will have to be picked up by the individual councils.</p>
Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

BACKGROUND

1. There has been a long history of the six councils (being City of Adelaide, City of Charles Sturt, City of Marion, City of Onkaparinga, City of Salisbury and City of Tea Tree Gully (the 'constituent councils')) working together on collaborative procurement since the early 1990's. This was informally undertaken as the G6 Group and in December 2012 this arrangement was formalised under the *Local Government Act 1999* (SA) section 43, as a regional subsidiary and became known as Council Solutions. The purpose of Council Solutions was to optimise the financial sustainability of its constituent councils through the benefits of collaborative strategic procurement, contract negotiation and management. Council Solutions is governed by a Board of Management comprising an independent chairperson and the Chief Executive Officer (CEO) of each constituent council.
2. The subsidiary, acting on behalf of the six councils, has been able to deliver significant savings through collaborative procurement and by working with key vendors to accelerate the research and development of some products and services that could not have been achieved through individual councils. In many instances these benefits have been offered to other Councils by giving them the opportunity to accede to the contracts.
3. Taking into consideration the State Government's Local Government Reform, the Board has undertaken a strategic review of the operations of Council Solutions. The review identified the subsidiary has been successful and has provided significant benefit to the constituent councils, however there has also been changes in the sector that enable the councils to continue to achieve a collaborative benefit without the need for a formalised subsidiary.
4. The Minister has recently provided his in-principle support ([Link 1](#)) for the winding up of Council Solutions but requires each council to formally resolve to do so.

DISCUSSION

5. Council Solutions is a joint initiative of the City of Adelaide, City of Charles Sturt, City of Marion, City of Onkaparinga, City of Salisbury and City of Tea Tree Gully (constituent Councils). Established as a Regional Authority in December 2012 in accordance with section 43 of the *Local Government Act 1999* (SA), it is governed by a Board of Management comprising of an independent chairperson and the CEO of each constituent council.
6. The current independent chair is Mr Jeff Tate who has considerable experience in the local government sector including as a CEO of a large metropolitan council and a former constituent council of Council Solutions.
7. In reaching the position of recommending the winding-up of Council Solutions the Board considered:
 - 7.1 The Local Government Association (LGA) has a procurement team, LGA Procurement (LGAP), which provides tendering and contracting advice and services and a suite of aggregated goods and service contracts, some of which are the same or similar to the arrangements made under Council Solutions;
 - 7.2 Having two entities offering a similar service does not align with best practice and has the potential to create inefficiencies for councils and potential tenderers;
 - 7.3 The individual objectives of each council to encourage economic growth within their Council areas;
 - 7.4 If Council Solutions could be reshaped to deliver a broader range of strategic objectives, not just Procurement;
 - 7.5 The cross collaboration of councils on projects that aim to deliver efficiencies to the community;
 - 7.6 The costs associated with running and maintaining the regional subsidiary;
 - 7.7 The continued focus of the individual member councils to want to increase their focus on local purchase and the procurement of local products through local suppliers where practical and possible.
8. The Council Solutions' board members unanimously agreed that maintaining a formalised subsidiary is no longer viable and that it is an appropriate time to commence the process to wind-up Council Solutions. In accordance with the *Local Government Act 1999* (SA) and the Council Solutions Charter ([Link 2](#)), Council Solutions may only be wound up by unanimous resolution of the constituent councils and with the consent of the Minister.
9. An extract of the relevant section of the Charter is detailed below (please note the Charter refers to Councils Solutions as the 'Authority'):

“8.3 Winding Up and Statutory Guarantee

- 8.3.1 *The Authority may be wound up by Unanimous Resolution of the Constituent Councils and with the consent of the Minister.*
- 8.3.2 *On winding up of the Authority, the surplus assets or liabilities of the Authority, as the case may be, shall be distributed between or become the responsibility of the Constituent Councils in the proportions of their equitable interest in the Authority in accordance with Clause 8.1.*
- 8.3.3 *If there are insufficient funds to pay all expenses due by the Authority on winding up (or at any other time there are unfunded liabilities which the Authority cannot meet), a call shall be made upon all of the Constituent Councils in proportion to their equity share for the purpose of satisfying their statutory guarantee of the liabilities of the Authority and there is sufficient.”*
10. The winding up will comply with schedule 2, part 2 section 33(3) of the *Local Government Act 1999* (SA), which requires assets and liabilities of Council Solutions to vest in the constituent councils in accordance with the Charter. The Charter provides that assets and liabilities shall be distributed between the constituent councils in the proportions of their equitable interest in Council Solutions (i.e. 1/6th).
11. It is anticipated that it will take approximately three months to complete the process to wind-up Council Solutions, with the last date of operation being 31 December 2019. There are likely to be some debts to be recovered in the early part of 2020.
12. Council Solutions employed 5 staff members who were engaged by the City of Adelaide and seconded to Council Solutions. All staff are on fixed term contracts with three staff already concluding their employment and the remaining two staff concluding in or before December 2019. The Board recognises the valuable support and commitment the staff have provided to the councils and understand the impact the decision has on their immediate future. The Board have therefore agreed to honour these contractual arrangements and will provide the staff with the appropriate support.
13. At the time Council Solutions commenced the winding up considerations there were approximately 105 existing contracts covering 31 different categories and Council Solutions had an active role, as the contract representative, in managing the contracts on behalf of the participating councils. As part of the winding up process, a transition plan has been developed for these contracts where there has been a mix of the contract representative role being transferred:
- 13.1 to the LGAP,
- 13.2 to the individual councils,
- 13.3 to one council to host, or
- 13.4 discontinuing a contract at the expiry date or obtaining early exits if this can be agreed where appropriate.
14. At the time Council Solutions commenced discussions on the winding up, there were two contracts at the tender stage, being for waste and legal services. At the time of preparing this report it is anticipated that the waste contracts will be managed for the first year by a former Council Solutions staff member working for one the councils with other participating councils making a small contribution for the overseeing role. The way that the legal services panel will be managed going forward is currently being considered.
15. If all constituent councils pass a similar resolution regarding the winding up of Council Solutions, a formal letter including the unanimous support for the six councils, will be sent to the Minister. A further report will be presented to Council when notification has been received from the Minister of his decision. If the Minister supports the councils’ decision, Council Solutions will then be wound-up by the Minister by publishing a notice in the Government Gazette.

ATTACHMENTS

Nil

- END OF REPORT -

Pop Up Separated Bikeway

ITEM 13.1 10/12/2019
Council

Council Member
Councillor Khera

Public

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

QUESTION ON NOTICE

Councillor Khera will ask the following Question on Notice:

'Noting that a 'Pop up separated bikeway' was installed on Pirie Street as part of 'Splash Adelaide', and given that Splash Adelaide would never be used for policies such as a 'Pop-up Rates Reduction to Help Reduce Unemployment', can the Administration:

- Assure the chamber that in future, Splash Adelaide, or any other initiative, will not be used to implement policies not approved by the chamber, or otherwise for political purposes; and
- Indicate the effect on parking and traffic, on the day that the 'Pop up Separated Bikeway' was installed?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

Council Member
Councillor Martin

Public

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

QUESTION ON NOTICE

Councillor Martin will ask the following Question on Notice:

'Could the Administration advise;

- i) The square metres occupied by the built form of the current Adelaide Aquatic Centre, including open spaces that are designed to relate to or are associated with the built form but not including roadways, footpaths, paved and car parking areas that are separate to the built form.
- ii) The square metres occupied by roadways, footpaths, paved and car parking areas that are separate to the built form of the current Aquatic Centre.
- iii) The square metres occupied by the built form of the proposed Adelaide Crows and Aquatic facility, including open spaces that are designed to relate to or are associated with the built the form but not including roadways, footpaths, paved and car parking areas that are separate to the built form.
- iv) The square metres occupied by roadways, footpaths, paved and car parking areas that are separate to the built form of the proposed Adelaide Crows and Aquatic facility.'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

Elected Member Travel

ITEM 13.3 10/12/2019
Council

Council Member
Councillor Martin

Public

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

QUESTION ON NOTICE

Councillor Martin will ask the following Question on Notice:

'During the course of the year a number of elected members, including the Lord Mayor, have undertaken interstate and international travel funded by the ratepayer for which no written reports have been provided to Council as at December 4th, 2019. Could the Administration advise;

- i) Which elected members have provided reports, the destination, the dates of travel and the date on which a written report was provided or the date on which a verbal report was presented.
- ii) Which elected members have not provided reports, the destination, the dates of travel and the date on which either a written or verbal report will be presented.
- iii) The cost of all elected member travel, including details and all costs associated with members of the Administration travelling with elected members.'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

Lord Mayor Travel 2020

ITEM 13.4 10/12/2019
Council

Council Member
Councillor Martin

Public

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

QUESTION ON NOTICE

Councillor Martin will ask the following Question on Notice:

'Following successful interstate and international travel in 2019 including to Sydney, Melbourne, Hobart, Brisbane, New York, Christchurch, Wellington and Auckland, could the Lord Mayor advise what travel she intends to undertake in 2020, whether she specifically intends to accept any invitations to travel to China, to which parts of the People's Republic and when?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

Council Member
Councillor Martin

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

Public

QUESTION ON NOTICE

Councillor Martin will ask the following Question on Notice:

‘Could the Lord Mayor provide advice about whether the matter referred to in the following transcript of proceedings in South Australia’s Legislative Council on November 26th has been raised with her by an officer of Parliament or any other party and, if so, what was the nature of her response on behalf of this elected body?’

The Hon. F. PANGALLO (14:38): I seek leave to make a brief explanation before asking a question of the Minister for Trade, Tourism and Investment regarding comments made by an Adelaide City councillor.

Leave granted.

The Hon. F. PANGALLO: I have been made aware of a disturbing Facebook post by the former deputy lord mayor, Hassam Abiad, a prominent member of the Liberal Party and a potential candidate, and a prominent member of the federal government’s Council for Australian-Arab Relations. Councillor Abiad was in Lebanon recently, where he witnessed the angry protests against the Hezbollah-dominated Lebanese government, which had just resigned. Mr Abiad was clearly moved by the protests and the poor living conditions he witnessed in Lebanon and wrote an impassioned post, which I understand has now been removed and probably for good reason. I have a copy of what was said and, without going through it here, I seek leave to table a copy of it.

The Hon. F. PANGALLO: However, there is one particular remark that is alarming. Referring to the outgoing government and its members, Mr Abiad said:

It is time for all these politicians to meet their makers, if I was them, I would start by asking for forgiveness.

The Merriam-Webster Dictionary’s definition of ‘meet one’s maker’ is clear: to die. I would accept it might have been sloppy and figurative language from the double degree holding councillor Abiad; however, to suggest that politicians, no matter where they are, should meet their maker, or to die, is extremely provocative, not to mention embarrassing, particularly for the influential commonwealth agency he is paid to represent. We all know how volatile civil unrest can be in some Middle Eastern countries, Hong Kong and South America.

My questions to the minister are:

1. Does he support those comments from a member of the Liberal Party that MPs in Lebanon should meet their maker, or die, because of their autocratic conduct in office?
2. Is he concerned that, as trade minister, comments like this could damage our trade relations with other Arabic nations we do business with?
3. Will he speak to councillor Abiad and the Lord Mayor about those comments and seek an apology?

The Hon. D.W. RIDGWAY (Minister for Trade, Tourism and Investment) (14:40): I thank the honourable member for his question. I have obviously not seen or read the comments that he claims have been made by councillor Abiad, even though he is now tabling a transcript or a copy of that. Clearly I don't agree with any comments of politicians 'meeting their maker' made by anybody anywhere in the world. I don't know the context but certainly I have had no commentary from anybody from the Australian Arab Chamber of Commerce, which we have a strong working relationship with. I will seek some further information from the Lord Mayor, as the honourable member has asked me to, and also seek some further clarification about the issue from Mr Abiad.

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

LED Screen Luminance Intensity Regulation

ITEM 15.1 10/12/2019
Council

Council Member
Councillor Khera

2019/00951
Public

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

MOTION ON NOTICE:

Councillor Khera will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That:

Administration prepare a brief report outlining the means by which electronic LED screen luminance intensity can presently be regulated where such screens are in public view, and options for reform which would improve the capacity for Council to provide responsive regulation of such screens in future.'

ADMINISTRATION COMMENT:

1. The Adelaide (City) Development Plan contains provisions that seek to minimise nuisance from electronic screen luminance. Council Wide Objective 56 seeks that advertising does not 'create a hazard' and Principle of development Control 217 seeks that advertising signs do 'not emit excessive glare or reflection from external or external illumination'. The Development Plan is the document that is used by Administration and the State Commission Assessment Panel if advertising is associated with a development with a value over \$10 million to assess development applications.
2. There are specific provisions that seek to ensure that advertising signs do not cause confusion with or reduce the effectiveness of traffic control devices. Advertising signs adjacent roads or traffic signal are assessed against "Advertising Signs Assessment Guidelines for Road Safety" published by the Government of South Australia Department of Planning Transport and Infrastructure August 2014. This document is used to inform council's traffic engineers as to whether a proposal is acceptable.
3. LED technology allows signs to be potentially brighter than other forms of signage. The relevant Australian Standard for the regulation of outdoor lighting is AS 4282 'Control of the Obrusive Effects of Outdoor Lighting'.
4. Moveable signs covered by the City of Adelaide Removable Sign Bylaw 2 of 2018, states that signs have no internal illumination or flashing lights.
5. The Planning and Design Code will supersede the Development Plan in July 2020. The Code proposes provisions that seek to minimise nuisance from advertising signs. There are several provisions that seek to minimise hazard to drivers by reducing excessive glare and driver distraction. The Code also includes a provision that states 'Light spill from advertisement illumination does not unreasonably compromise amenity of adjacent and proximate sensitive receivers'.

6. As part of a development assessment process any LED signage approved by Council will include the following condition:

'A sensor to measure the ambient light level of the surrounding environment shall be installed on the electronic LED sign to allow the adjustment of the luminance levels of the sign to the reasonable satisfaction of Council.'

- END OF REPORT -

Hutt Street Lighting

ITEM 15.2 10/12/2019
Council

Council Member
Councillor Khera

2019/00951
Public

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

MOTION ON NOTICE:

Councillor Khera will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That:

Administration explore options to improve and augment street-lighting on the eastern side of Hutt Street, a few metres south of the intersection of Hutt And Halifax Streets, providing illumination to the relatively dark corridor at that section, similar to the light with heritage features presently situated across Halifax Street, a few metres north of the intersection with Hutt Street, and also on the eastern side.'

ADMINISTRATION COMMENT:

1. Administration will undertake an audit of the lighting levels of the location and will determine and implement appropriate improvements.

- END OF REPORT -

Park Lands Dry Area

ITEM 15.3 10/12/2019
Council

Council Member
Deputy Lord Mayor (Councillor
Hyde)

2019/01425
Public

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

MOTION ON NOTICE:

Deputy Lord Mayor (Councillor Hyde) will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

‘That Council:

1. Applies to the State Government to increase the timed Park Lands Dry Area as soon as possible from 8pm – 11am to 24 hours a day until 22 September 2021, with an immediate effect in the Southern Park Lands (Parks 16 to 21 west).
2. Applies to the State Government to create a Dry Area in all Park Lands for 24 hours a day until 22 September 2021 and requests that process is undertaken as quickly as possible to reduce the risks associated with relocation of problem drinking and antisocial behaviour.
3. That the administration work with the State Government to create an instantaneously issued and free liquor license class for small social gatherings in Park Lands that is instantly revocable by the police if misused.
4. Requests the Lord Mayor to write to the Premier in support of a State Government led taskforce to develop and implement better service coordination to mobile Aboriginal People visiting Adelaide, including safe and appropriate accommodation and socialising spaces.’

ADMINISTRATION COMMENT:

1. Adelaide City Streets and Squares have been a 24- hour Dry Area since 2003.
2. In 2014, the Adelaide Park Lands were declared a timed, temporary Dry Area from 8pm until 11am the following day.
3. In June 2019, Council considered the arrangements for the timed Park Lands Dry Area that were due to expire on 22 September 2019. Council resolved to roll over the existing conditions until September 2021.
4. Council has participated in community meetings and liaised regularly regarding responses to the concerns raised by local residents and businesses in the South Park Lands and Whitmore Square/lparrityi. Council is also actively participating in the development of new multi-agency responses to better coordinate and increase the effectiveness of service provision.
5. If this motion is supported, Administration will
 - 5.1. apply to the State Government to increase the timed Park Lands Dry Area as soon as possible from 8pm – 11am to 24 hours a day until 22 September 2021, with an immediate effect in the Southern Park Lands (Parks 16 to 21 west)
 - 5.2. apply to the State Government to create a Dry Area in all Park Lands for 24 hours a day until 22 September 2021 as soon as possible

- 5.3. work with the State Government to explore opportunities to create an instantaneously issued and free liquor license class for small social gatherings in Park Lands that is instantly revocable by the police if misused.

- END OF REPORT -

Liquor Licensing Changes

ITEM 15.4 10/12/2019
Council

Council Member
Deputy Lord Mayor (Councillor
Hyde)

2019/01425
Public

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

MOTION ON NOTICE:

Deputy Lord Mayor (Councillor Hyde) will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That Council:

1. Notes that the recent new Liquor Licensing changes have removed many license conditions previously placed on license holders.
2. Notes such conditions are usually imposed to safeguard the quiet enjoyment of neighbouring properties and to maintain public order and community safety.
3. Notes that the recent changes allow for the reimposition of these conditions by the Liquor and Gambling Commissioner if they deem previously regulated issues occur again, but that Council has no formal role to play in requesting such a reimposition.
4. Requests the Lord Mayor convene a round table with the Liquor and Gambling Commissioner to develop guidelines on how the Council may work with the Commissioner to address issues arising from the abolition of these conditions and how best to advocate for a reimposition if necessary.
5. Includes on the round table, in addition to the Lord Mayor and the Commissioner, relevant council staff, relevant city stakeholders, the Deputy Lord Mayor and one other Councillor selected at her discretion.'

ADMINISTRATION COMMENT:

1. Whilst conditions have been removed from Liquor Licenses as part of the final stage of amendments to the *Liquor Licensing Act 1997*, which took place on 18 November 2019, the following statement appears on all permanent liquor licenses:
 - 1.1 A liquor licence does not override the Commissioner's Codes of Practice (except where expressly stated or an exemption applies), Court imposed orders, conditions on planning and development permits and approvals, local laws, planning schemes, and/or any other legal or contractual obligations of the licensee.
 - 1.2 Although the conditions have been removed from the license, all other conditions that apply to the venue i.e. Court Orders etc. will still apply. These laws and conditions will always apply to the site even though they are not on the license.
2. All conditions imposed on a licensed venue as part of a Development Approval will continue to apply to the site. The licensee must comply with those conditions and may pertain to matters such as operating hours, patron numbers and noise levels for example. Failure to do so is a breach of Development Approval and may result in enforcement action being undertaken by Council.

3. Consumer and Business Services (CBS) advised that should a person or other licensee wish to alert the Commissioner about matters pertaining to past noise conditions, they can do so by making an application for a Conciliation of Complaint using the relevant form found on the CBS website.

- END OF REPORT -

Graduate Internship Program

ITEM 15.5 10/12/2019
Council

Council Member
Councillor Hou

2019/00551
Public

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

MOTION ON NOTICE:

Councillor Hou will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That Council:

Requests Administration provide a report to Council confirming the current approach to a Graduate Internship program for the City of Adelaide administration.'

ADMINISTRATION COMMENT:

1. The size of our organisation and the diversity of experiences available provides an opportunity for trainees, apprentices, interns and graduates alike to apply their learning, develop their skills and grow their careers.
2. While we have successfully recruited graduates and interns, we do not currently have a formal program in place. We would welcome the opportunity to explore with Council the outcomes you would like to achieve from a Graduate Internship program that demonstrates our commitment to supporting graduates and helping them reach their potential.
3. A report will be provided to Council by the end of March 2020.

- END OF REPORT -

Council Member
Councillor Martin

2018/04053
Public

Receiving Officer:
Mark Goldstone, Chief
Executive Officer

MOTION ON NOTICE:

Councillor Martin will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That Council;

Noting the transcript below from the sitting of the Legislative Council of South Australia on November 26th, asks the Administration to prepare an amendment to Standing Orders to limit the public statements made in the name of the Deputy Lord Mayor to matters concerning only the City of Adelaide and only when the Lord Mayor is absent from the role or has specifically directed that a public statement be made by the Deputy Lord Mayor.'

The Hon. F. PANGALLO (14:38): I seek leave to make a brief explanation before asking a question of the Minister for Trade, Tourism and Investment regarding comments made by an Adelaide City councillor.

Leave granted.

The Hon. F. PANGALLO: I have been made aware of a disturbing Facebook post by the former deputy lord mayor, Hassam Abiad, a prominent member of the Liberal Party and a potential candidate, and a prominent member of the federal government's Council for Australian-Arab Relations. Councillor Abiad was in Lebanon recently, where he witnessed the angry protests against the Hezbollah-dominated Lebanese government, which had just resigned. Mr Abiad was clearly moved by the protests and the poor living conditions he witnessed in Lebanon and wrote an impassioned post, which I understand has now been removed, and probably for good reason. I have a copy of what was said and, without going through it here, I seek leave to table a copy of it.

Leave granted.

The Hon. F. PANGALLO: However, there is one particular remark that is alarming. Referring to the outgoing government and its members, Mr Abiad said:

It is time for all these politicians to meet their makers, if I was them, I would start by asking for forgiveness.

The Merriam-Webster Dictionary's definition of 'meet one's maker' is clear: to die. I would accept it might have been sloppy and figurative language from the double degree holding councillor Abiad; however, to suggest that politicians, no matter where they are, should meet their maker, or to die, is extremely provocative, not to mention embarrassing, particularly for the influential commonwealth agency he is paid to represent. We all know how volatile civil unrest can be in some Middle Eastern countries, Hong Kong and South America.

My questions to the minister are:

1. Does he support those comments from a member of the Liberal Party that MPs in Lebanon should meet their maker, or die, because of their autocratic conduct in office?

2. Is he concerned that, as trade minister, comments like this could damage our trade relations with other Arabic nations we do business with?
3. Will he speak to councillor Abiad and the Lord Mayor about those comments and seek an apology?

The Hon. D.W. RIDGWAY (Minister for Trade, Tourism and Investment) (14:40): I thank the honourable member for his question. I have obviously not seen or read the comments that he claims have been made by councillor Abiad, even though he is now tabling a transcript or a copy of that. Clearly, I don't agree with any comments of politicians 'meeting their maker' made by anybody anywhere in the world. I don't know the context but certainly I have had no commentary from anybody from the Australia Arab Chamber of Commerce, which we have a very strong working relationship with. I will seek some further information from the Lord Mayor, as the honourable member has asked me to, and also seek some further clarification about the issue from Mr Abiad.

ADMINISTRATION COMMENT:

1. The Standing Orders define the role of the Deputy Lord Mayor.
2. Pursuant to Sections 22.1 and 24.1 of the Standing Orders, the Lord Mayor is the principal spokesperson for the Council.
3. Section 13.3 of the Standing Orders states that the Deputy Lord Mayor is the spokesperson of Council in the absence or unavailability of the Lord Mayor.

- END OF REPORT -

Exclusion of the Public

ITEM 17.1 10/12/2019
Council

Program Contact:
Rudi Deco, Manager
Governance 8203 7442

2018/04291
Public

Approving Officer:
Mark Goldstone, Chief
Executive Officer

EXECUTIVE SUMMARY:

It is the recommendation of the Chief Executive Officer that the public be excluded from this Council meeting for the consideration of information and matters contained in the Agenda.

For the following reports of The Committee seeking consideration in confidence

18.1.1. Recommendation of The Committee in Confidence – 26/11/2019

Recommendation 1 Moonta Street Funding [s 90(3) (j)]

18.1.2. Recommendation of The Committee in Confidence – 3/12/2019

Recommendation 1 Lease Adelaide Visitor Information Centre [s 90(3) (d)]

For the following reports for Council (Chief Executive Officer's Reports) seeking consideration in confidence

18.2.1. Citizen of the Year Awards [s 90(3) (a)]

The Order to Exclude for Items 18.1.1, 18.1.2 & 18.2.1:

1. Identifies the information and matters (grounds) from s 90(3) of the *Local Government Act 1999 (SA)* utilised to request consideration in confidence;
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public; and
3. In addition identifies for the following grounds – s 90(3) (b), (d) or (j) - how information open to the public would be contrary to the public interest.

ORDER TO EXCLUDE FOR ITEM 18.1.1:

THAT COUNCIL:

1. Having taken into account the relevant consideration contained in s 90(3) (j) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10/12/2019 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 18.1.1 [Recommendation of The Committee in Confidence – 26/11/2019] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Recommendation 1 - Moonta Street Funding

Grounds and Basis

This Item is confidential as it pertains to a State Government Funding Deed. The Council must not make or permit a public announcement or media release to be made about any aspect of the Funding Deed without the written consent of the Minister.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10/12/2019 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 18.1.1 [Recommendation of The Committee in Confidence – 26/11/2019] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (j) of the Act.

ORDER TO EXCLUDE FOR ITEM 18.1.2:

THAT COUNCIL:

1. Having taken into account the relevant consideration contained in s 90(3) (d) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10/12/2019 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 18.1.2 [Recommendation of The Committee in Confidence – 3/12/2019] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

This Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting business, prejudice the commercial position of the Council and prejudice the commercial position of the person who supplied the information and confer a commercial advantage on a third party.

Public Interest

The Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information will result in release of information prior to a determination of the Council of a strategic property matter and release information prior to the finalisation of 'commercial in confidence' negotiation with the proponent, a competitor receiving information to the detriment of proponents who supplied information at this point in time and may materially and adversely affect the financial viability of the proponent and because the disclosure of Council's commercial position may severely prejudice Council's ability to negotiate a proposal for the benefit of the Council and the community in this matter and in relation to other contract negotiations.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10/12/2019 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 18.1.2 [Recommendation of The Committee in Confidence – 3/12/2019] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (d) of the Act.

ORDER TO EXCLUDE FOR ITEM 18.2.1:

THAT COUNCIL:

1. Having taken into account the relevant consideration contained in s 90(3) (a) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10/12/2019 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 18.2.1 [Citizen of the Year Awards] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

This Item is confidential as it contains information of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

The disclosure of information in this report could reasonably provide information concerning the personal affairs of the nominees.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10/12/2019 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 18.2.1 [Citizen of the Year Awards] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (a) of the Act.
-

DISCUSSION

1. s 90(1) of the *Local Government Act 1999 (SA)*, directs that a meeting of Council must be conducted in a place open to the public.
2. s 90(2) of the *Local Government Act 1999 (SA)*, states that a Council may order that the public be excluded from attendance at a meeting if Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in s 90(3).
3. s 90(3) prescribes the information and matters that a Council may order that the public be excluded from.
4. s 90(4) of the *Local Government Act 1999 (SA)*, advises that in considering whether an order should be made under s 90(2), it is irrelevant that discussion of a matter in public may:
 - 4.1 cause embarrassment to the council or council committee concerned, or to members or employees of the council; or
 - 4.2 cause a loss of confidence in the council or council committee.’
 - 4.3 involve discussion of a matter that is controversial within the council area; or
 - 4.4 make the council susceptible to adverse criticism.
5. s 90(7) of the *Local Government Act 1999 (SA)* requires that an order to exclude the public:
 - 5.1 Identify the information and matters (grounds) from s 90(3) of the *Local Government Act 1999 (SA)* utilised to request consideration in confidence;
 - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public; and
 - 5.3 In addition identify for the following grounds – s 90(3) (b), (d) or (j) - how information open to the public would be contrary to the public interest.
6. s 83(5) of the *Local Government Act 1999 (SA)* has been utilised to identify in the Agenda and on the Report for the meeting, that the following reports are submitted seeking consideration in confidence.
 - 6.1 Information contained in Item 18.1.1 – Recommendation of The Committee in Confidence – 26/11/2019, Recommendation 1 - Moonta Street Funding:
 - 6.1.1 Is subject to Existing Confidentiality Orders dated 26/11/2019.
 - 6.1.2 The grounds utilised to request consideration in confidence is s 90(3) (j)
 - (j) information the disclosure of which—
 - (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
 - (ii) would, on balance, be contrary to the public interest;
 - 6.2 Information contained in Item 18.1.2 – Recommendation of The Committee in Confidence – 3/12/2019, Recommendation 1 - Lease Adelaide Visitor Information Centre:
 - 6.2.1 Is subject to an Existing Confidentiality Order dated 3/12/2019.
 - 6.2.2 The grounds utilised to request consideration in confidence is s 90(3) (d)
 - (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which—
 - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
 - (ii) would, on balance, be contrary to the public interest;
 - 6.3 Information contained in Item 18.2.1 – Citizen of the Year Awards
 - 6.3.1 Is not subject to an Existing Confidentiality Order.
 - 6.3.2 The grounds utilised to request consideration in confidence is s 90(3) (a)
 - (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

ATTACHMENTS

Nil

- END OF REPORT -

Confidential Item 18.1.1

Recommendation of The Committee in Confidence – 26/11/2019
Section 90 (3) (j) of the *Local Government Act (SA) 1999* Pages
149 to 150

Confidential Item 18.1.2

Recommendation of The Committee in Confidence – 3/12/2019
Section 90 (3) (d) of the *Local Government Act (SA) 1999*
Pages 151 to 153

Confidential Item 18.2.1

Citizen of the Year Awards
Section 90 (3) (a) of the *Local Government Act (SA) 1999*
Pages 154 to 157
