



# COUNCIL AGENDA & REPORTS

for the meeting

Tuesday 9 June 2020  
at 5.30pm



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

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## 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 – 12/5/2020

That the Minutes of the meeting of the Council held on 12 May 2020, be taken as read and be confirmed as an accurate record of proceedings.

## 7. Deputations

Granted at time of Agenda Publication – 4 June 2020

Nil

## 8. Petition

**8.1.** Petition – The Free City Bus Connection [2018/04073] [Page 4]

## 9. Advice from Adelaide Park Lands Authority

**9.1.** Advice of the Adelaide Park Lands Authority – 4/6/2020 [2018/04062]

*To be distributed separately*

## 10. Reports for Council (Chief Executive Officer's Reports)

### Strategic Alignment – Smart

**10.1.** Adelaide Aquatic Centre – Aquatic and Leisure Centre Final Needs Analysis [2019/01387]  
Presented to Committee 2/6/2020 [Page 7]

- 10.2.** City Wide Business Model [2019/00615] Presented to Committee 2/6/2020 [Page 90]

**Strategic Alignment – Outcome – Green**

- 10.3.** Undergrounding Funding Application - 252 South Terrace Development [1999/00775-2] Presented to Committee 2/6/2020 [Page 98]
- 10.4.** Significant Tree Removal - Lefevre Park/Nantu Wama (Park 6) [2013/03260] Presented to Committee 2/6/2020 [Page 102]

**Strategic Alignment – Outcome – Liveable**

- 10.5.** 2020/21 Grant Recommendations –Recreation and Sport, Arts and Cultural, Community Development [2019/00560] Presented to Committee 2/6/2020 [Page 105]
- 10.6.** City Connector Review [2019/02429] Presented to Committee 2/6/2020 [Page 152]
- 10.7.** City of Adelaide Submission – Federal Parliamentary Inquiry into Homelessness [2017/03664] Presented to Committee 2/6/2020 [Page 160]

**Strategic Alignment – Corporate Activities**

- 10.8.** Appointment of Deputy Chair for The Committee [2018/04071] [Page 172]
- 10.9.** North Street traffic investigations [2016/01228] Presented to Committee 2/6/2020 [Page 175]
- 10.10.** Adelaide Botanic High School Council [2018/04054] [Page 179]
- 10.11.** Results of the 2020 Supplementary Election Central Ward [2020/00276] [Page 182]
- 10.12.** Quarterly Forward Procurement Report [2018/03945] [Page 186]
- 10.13** COVID 19 Small Business Assistance [2020/00150]

*To be distributed separately*

**11. Exclusion of the Public**

- 11.1.** Exclusion of the Public [2018/04291] [Page 189]

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

- 12.1.1.** Strategic Property Matter [s 90(3) (b) & (d)]
- 12.1.2** City of Music Laneway Naming [s 90(3) (a) & (d)]
- 12.1.3.** Capital City Committee Update [s 90(3) (g) & (j)]
- 12.1.4.** Adelaide Central Market Authority – Chair recruitment [s 90(3) (a)]

**12. Confidential Reports**

- 12.1.** Confidential Reports for Council (Chief Executive Officer's Reports)

**Strategic Alignment – Outcome – Liveable**

- 12.1.1.** Strategic Property Matter [2020/00594] Presented to Committee 2/6/2020 [Page 194]

**Strategic Alignment – Creative**

- 12.1.2.** City of Music Laneway Naming [2019/01351] Presented to Committee 2/6/2020 [Page 230]

**Strategic Alignment – Corporate Activities**

- 12.1.3.** Capital City Committee Update [2013/00423] [Page 235]
- 12.1.4.** Adelaide Central Market Authority – Chair recruitment [2015/02959]

*To be distributed separately*

**13. Lord Mayor's Reports**

**14 Councillors' Reports**

- 14.1** Reports from Council Members [2018/04064] [Page 240]

**15. Questions on Notice**

- 15.1.** Councillor Martin – Question on Notice – Central Market Arcade Redevelopment Contract [Page 243]
- 15.2.** Councillor Martin – Question on Notice – Record of Motions without Notice [Page 244]
- 15.3.** Councillor Martin – Question on Notice – City of Adelaide Share of Federal Funding [Page 245]

- 15.4. Councillor Martin – Question on Notice – City Connector Bus Service [Page 246]
- 15.5. Councillor Martin - Question on Notice – Precinct Group Funding [Page 247]
- 15.6. Councillor Martin - Question on Notice – Adelaide High School Development [Page 248]
- 16. Questions without Notice
- 17. Motions on Notice
  - 17.1. Councillor Martin – Motion on Notice – Park Lands Leases & Licenses [2012/00565] [Page 249]
  - 17.2. Councillor Simms – Motion on Notice – Revoke the Decision of 12 May 2019 – Deputy Lord Mayor (Councillor Hyde) – Motion on Notice – Hutt Street [2019/00951] [Page 250]
  - 17.3. Councillor Simms – Motion on Notice – Supporting our Arts Community [2019/01425] [Page 252]
  - 17.4. Councillor Simms – Motion on Notice – Outdoor Exercise Equipment [2018/04053] [Page 253]
  - 17.5. Councillor Moran - Motion on Notice - Review of the Delivery of Homeless Services [2019/01425] [Page 256]
  - 17.6. Deputy Lord Mayor (Councillor Hyde) – Motion on Notice – Rebuilding Adelaide’s Night Life [Page 257]
  - 17.7. Deputy Lord Mayor (Councillor Hyde) - Motion on Notice - Traffic Light Configuration [2019/00951] [Page 258]
  - 17.8. Councillor Couros – Motion on Notice - Mural on the North-East Corner of Frome and Rundle Streets [2019/01425] [Page 260]
  - 17.9. Councillor Khera - Motion on Notice – Christmas in the City [2019/01425] [Page 261]
  - 17.10. Councillor Martin - Motion on Notice - Financial Assistance [2018/01151] [Page 262]
  - 17.11. Councillor Khera - Motion on Notice - Carparking Levels for Infill Developments [Page 263]
- 18. Motions without Notice
- 19. Exclusion of the Public
  - 19.1. Exclusion of the Public [2018/04291] [Page 264]  
For the following Question on Notice seeking consideration in confidence
    - 20.1. Councillor Martin – Question on Notice – Winter Lights [s 90(3) (j)]
- 20. Confidential Question on Notice
  - 20.1. Councillor Martin – Question on Notice - Winter Lights [Page 266]
- 21. Closure

# Petition – The Free City Bus Connection

ITEM 8.1 09/06/2020  
Council

2018/04073  
Public

**Program Contact:**  
Rudi Deco, Manager Governance  
8203 7442

**Approving Officer:**  
Mark Goldstone, Chief Executive  
Officer

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## EXECUTIVE SUMMARY

This report presents a petition to Council which has been submitted by the Helping Hand Residents Committee seeking continuation of the free City and North Adelaide loop bus services 98A and 98C.

There are 95 signatories to the petition which '*request that the Council and State Government maintain the current free City and North Adelaide loop bus services 98A and 98C in their present form*'.

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## RECOMMENDATION

### THAT COUNCIL

1. Receives the petition containing 95 signatories, distributed as a separate document to Item 8.1 on the Agenda for the meeting of the Council held on 9 June 2020, which seeks continuation of the free City and North Adelaide loop bus services 98A and 98C.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	Not as a result of this report
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	Petition presented for receipt in accordance with City of Adelaide Standing Orders and the <i>Local Government (Procedures at Meetings) Regulations 2013 (SA)</i> .
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. A petition has been received from the Helping Hand Residents Committee which states that *the proposed changes to the free City and North Adelaide loop bus services 98A and 98C will severely impede the transport flexibility of non-car owners, people living with disabilities the elderly, students and many other persons, including tourists, to access substantial parts of the City proper and North Adelaide. In the case of the aged, many destinations are in fact for medical purposes in the City and North Adelaide. It should also be noted, these buses service the needs of workers and shoppers who park for long hours on the City fringes, thus helping to reduce vehicle congestion in the centre. Additionally the buses help the City centre to complete on a more equal basis with large modern suburban shopping malls.*
2. The petition is requesting that the Council and State Government maintain the current free City and North Adelaide loop bus services 98A and 98C in their present form.
3. If a petition is received the Chief Executive Officer must ensure the petition is placed on the agenda for the next ordinary meeting of Council. The original petition will be distributed to all Council Members separately. Members of the public may seek a copy of the original petition upon written request to the Chief Executive Officer.
4. To determine that a document presented is a petition pursuant to regulation 10 of the *Local Government (Procedures at Meetings) Regulations 2013 (SA)* (the Regulations), the following matters in conjunction with the requirements of the City of Adelaide Standing Orders, are assessed prior to the presentation of a petition to the Council:
  - 4.1. What is a Petition?  
A 'petition' is commonly defined as 'a formal document which seeks the taking of specified action by the person or body to whom it is addressed' or 'a written statement setting out facts upon which the petitioner bases a prayer for remedy or relief'.
  - 4.2. Does the Petition contain original signatures or endorsements, accompanied by an address?  
A petition being a document of a formal nature must contain original signatures or endorsements (not copies) and those signatures, or endorsements, must be accompanied by an address.
  - 4.3. Does each page of the Petition identify what the signature is for?  
Each signature must be on a true page of the petition which sets out the prayer for relief as part of that page - a sheet which contains signatures but not the prayer cannot be accepted as valid as there is no evidence as to what the signatories were attesting to.
  - 4.4. Language in the Petition?  
The request must be written in temperate language and not contain material that may, objectively, be regarded as defamatory or offensive in content.
5. Regulation 10 states that a petition to Council must:
  - 5.1. be legibly written or typed or printed
  - 5.2. clearly set out the request or submission of the petitioners
  - 5.3. include the name and address of each person who signed or endorsed the petition
  - 5.4. be addressed to the Council and delivered to the principal office of the Council.
6. This petition listing 95 signatories meets the requirements of the Regulations and is presented for Council to receive.

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## ATTACHMENTS

Petition distributed separately to Lord Mayor and Councillors

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- END OF REPORT -

# Adelaide Aquatic Centre – Aquatic and Leisure Centre Final Needs Analysis

**ITEM 10.1** 09/06/2020  
**Council**

**Program Contact:**

Tom McCready, AD Property & Commercial 8203 7313

2019/01387

Public

**Approving Officer:**

Ian Hill, Director Growth

## EXECUTIVE SUMMARY

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.

In November 2019, Council received the draft 'Needs Analysis' and resolved to undertake community consultation to help determine the scale and service offering of a new, state of the art Adelaide Aquatic Centre.

Community Consultation was undertaken for a period of 13 weeks (92 days) between 11 December 2019 and 11 March 2020.

A detailed summary of the community engagement findings was received by Council at its meeting on 14 April 2020 and the findings subsequently provided to the consultant for consideration and incorporation in the final Needs Analysis. A copy of the consultant's final report titled 'Aquatic and Leisure Centre Final Needs Analysis - May 2020 - City of Adelaide' (**the Report**) was received in the first week of May 2020.

In summary, 'the Report' highlights that amongst AAC community users the most important services were recreational swimming, the café, lap swimming, swim lessons and the spa / sauna / steam. Regular users commented on the importance of the AAC being a welcoming place, allowing for safe exercise and social interaction with special needs groups highlighting attributes such as the accessible change room.

General feedback provided indicated that any future plans should consider the provision of more car parking, a facility renewal / upgrade, the provision of enhanced recreational facilities and better facilities for children.

The feedback also highlighted that there are significantly different expectations and needs of community users compared to sporting groups and to a lesser extent school-based usage.

This report provides Council Members with a summary of 'the Report' findings, including a copy of the consultant's final Report and the next steps.

The findings of 'the Report' will assist Council in its future planning of the facility and potential scale and level of investment required if Council was to consider undertaking its own redevelopment of the existing AAC as an aquatics and recreation facility.

## RECOMMENDATION

That Council:

1. Receives the report titled 'Aquatic and Leisure Centre Final Needs Analysis - May 2020 - City of Adelaide' as shown in Attachment A to Item 10.1 on the Agenda for the meeting of Council held on 9 June 2020.
2. Notes that a workshop will be facilitated with Council Members at The Committee on 16 June 2020 to discuss the future planning for the facility.



## IMPLICATIONS AND FINANCIALS

<p>City of Adelaide 2016-2020 Strategic Plan</p>	<p><b>Strategic Alignment – Smart</b></p> <ul style="list-style-type: none"> <li>• Supports a review of Council businesses to determine best management models</li> <li>• Aims to provide operational efficiency and greater value for money through enhanced effectiveness and greater use of the facility by the community.</li> </ul> <p><b>Strategic Alignment – Liveable</b></p> <ul style="list-style-type: none"> <li>• Create a world class sporting and community infrastructure incorporating universal access.</li> <li>• 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.</li> <li>• Opportunity to increase participation by the broadest range of residents in the community life of their neighbourhood.</li> </ul> <p><b>Strategic Alignment - Green</b></p> <ul style="list-style-type: none"> <li>• Supports the embedding of better environmental performance into new and existing developments.</li> </ul>
<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>Consultation</p>	<p>Not as a result of this report</p>
<p>Resource</p>	<p>Currently being resourced from the Property and Commercial Program operating budget.</p>
<p>Risk / Legal / Legislative</p>	<p>Not as a result of this report</p>
<p>Opportunities</p>	<p>To provide Council and the Community the final 'Aquatic and Leisure Centre Final Needs Analysis' Report to assist in its understanding of the future needs for aquatic and recreation facilities within the CoA and assist Council's future planning and direction for the facility.</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>
<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>Currently being resourced and funded from the Property and Commercial Program operating budget.</p>

Ongoing Costs (e.g. maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

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## DISCUSSION

1. 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.
2. The consultant was responsible for the following deliverables:
  - 2.1. Review current participation rates and identify the social value of aquatic facilities to the local and broader community.
  - 2.2. Ascertain the future demand for an aquatics and recreation facility in the CoA.
  - 2.3. Investigate the Adelaide aquatic market segments, participation trends, broader industry trends, competitor analysis and provide benchmarking.
  - 2.4. 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.
  - 2.5. Prepare feasibility assessment of the broad "options" addressing economic, social and environment aspects.
  - 2.6. Provide a high-level analysis of likely investment required to address CoA's needs within a new community aquatics and recreation facility.
3. The consultant's findings would inform Council in its decision making with respect the potential scale and level of investment required if Council was to undertake its own redevelopment of the existing AAC or consideration of a new, state of the art community aquatics and recreation facility.
4. At its meeting on 19 November 2019, Council received the draft 'Needs Analysis' and resolved to undertake community consultation to help determine the scale and service offering of a new state of the art Adelaide Aquatic Centre.
5. Consultation commenced on 11 December 2019 and concluded on 11 March 2020 (extended from 19 February 2020).
6. A detailed summary of the community engagement findings was provided to and received by Council at its meeting on 14 April 2020.
7. Key findings from the engagement were:
  - 7.1. Despite its age, the facility is highly valued as it delivers a wide range of services to the community and is of importance to the lives of many people.
  - 7.2. There is general concern amongst sporting organisations and individuals that represent and play water sports such as water polo, underwater hockey and rugby that there would be a significant impact on their sport's future if their needs were not considered as part of any re-development of the facility.
  - 7.3. Notwithstanding the relatively low usage by City of Adelaide rate payers, the common view from the wider community is that it is the responsibility of Council to continue to provide an aquatics and recreational facility for ratepayers and visitors to the city to use.
8. The consultation results were subsequently provided to the consultant for consideration and incorporation in the final Needs Analysis.
9. A copy of the consultant's final report titled 'Aquatic and Leisure Centre Final Needs Analysis - May 2020 - City of Adelaide' (**'the Report'**) was received in the first week of May 2020.
10. This report provides Council Members with a summary of the final 'Aquatic and Leisure Centre Final Needs Analysis findings and proposed next steps.
11. In summary, the incorporation of the consultation findings has not resulted in any amendments to the overall conclusions provided within the 'Draft Aquatic and Leisure Centre Needs Analysis – City of Adelaide' which were as follows:
  - 11.1. The existing facility was constructed (50m and Dive pools) approximately 50 years previously and is reaching the end of its asset lifecycle and requires significant investment in the next 1 >10 years;
  - 11.2. 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);

- 11.3. There are very few locations in Australia where a new facility would have this level of demand, hence the location is unique;
- 11.4. Research indicates that a contemporary replacement facility will exceed the pre-existing facility visitation numbers by 40%;
- 11.5. The current AAC building footprint is approximately 12,000m<sup>2</sup> while an example facility with over 1 million visitations (PARC in Frankston, Victoria) has a smaller building footprint of 7,200m<sup>2</sup>, a difference of 4,800m<sup>2</sup>. Note: PARC does not have event spectator seating or a diving pool.
12. However, the incorporation of the community consultation findings into the final report does highlight the following:
- 12.1. The AAC is centrally located, has good accessibility and accommodates a diverse range of users for a range of purposes including recreation, education, special needs groups, general wellbeing and sport. This diversity of usage is due to a range of factors including the amount and range of different aquatic spaces available;
- 12.2. The face to face consultation undertaken at the AAC highlighted the regional catchment on the Centre with only 15.0% of respondents from the City of Adelaide (rate payers) with a further breakdown indicating that 23.5% of respondents were either residents or business owners. This finding is comparable to previous research which indicates that only 7.7% of AAC users lived in the City of Adelaide;
- 12.3. Amongst AAC community users it was identified that the most important services were recreational swimming, lap swimming, swim lessons, the café, gym and the spa / sauna / steam;
- 12.4. Regular users commented on the importance of the AAC being a welcoming place, allowing for safe exercise and social interaction with special needs groups highlighting attributes such as the accessible change room;
- 12.5. General feedback provided indicated that any future plans should consider the provision of more car parking, a facility renewal / upgrade, the provision of enhanced recreational facilities and better facilities for children;
- 12.6. Schools and sporting organisations highlighted the benefits of the AAC resulting from its location and the range of aquatic sport facilities (e.g. 50m pool, spectator seating and the facilitation of water polo) and the importance of the facility in providing the broader region (outer suburban and regional locations) with services for training, club activities, competitions and events. These groups had a much stronger view about future facility requirements, and these included: a 50m pool at 2m deep and 25m wide (available for sporting use), electronic scoreboards, storage, meeting / marshalling rooms and spectator seating (similar to existing). It was noted that the higher level of sport and school usage occurred over the summer period or shortly after;
- 12.7. The feedback highlighted the significantly different expectations and needs of community users compared to sporting groups and to a lesser extent school-based usage. As a general theme, community users, which account for the large majority of the facility usage, have a strong focus on the provision of facilities for recreation, education (e.g. swim lessons), social interaction and general wellbeing. Sporting organisations by comparison have a greater expectation for the provision of infrastructure that meets the relevant sport's code standards or requirements;
- 12.8. Submissions received from other stakeholder groups identified a range of themes relating to the strategic positioning of the Centre and design considerations. This included a view of the need for a new facility and that the funding and operational costs should be consistent with its purpose and the user groups it aimed to service (i.e. geography and /or aquatic sport);
- 12.9. If a new facility was to be developed, consideration should be given to minimising the footprint, ensuring biodiversity sensitive urban design, maximising water sustainability and looking at options to maximise visitations and revenues in order to reduce overall subsidy requirements.
13. **Next Steps:**
- 13.1. Follow-up with the relevant Minister relating to the request and response to Council for future funding;
- 13.2. Undertake a review of the strategic options identified within the Aquatic and Leisure Centre Needs Analysis and in particular the long-term cost and risk implications of a renewal of the existing facility option vs the demolition of the existing facility and redevelopment of a new facility on the existing site (brownfield development) at a 'Local', 'Comparable', 'Growth' and 'Optimal' scale and other alternative options (greenfield development);
- 13.3. Facilitate a high-level strategic options analysis workshop with Council Members for the purposes of seeking direction.

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## ATTACHMENTS

**Attachment A** – Report titled ‘Aquatic and Leisure Centre Final Needs Analysis - May 2020 - City of Adelaide’

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- END OF REPORT

# AQUATIC AND LEISURE CENTRE FINAL NEEDS ANALYSIS

MAY 2020

CITY OF ADELAIDE



**WARRENGREEN**CONSULTING

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

May 2020

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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 \$1.03M<sup>1</sup> 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.

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<sup>1</sup> 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

### **Community and Stakeholder Consultation Summary**

Subsequent to the completion of the Draft Aquatic and Leisure Centre Needs Analysis, extensive consultation was undertaken with stakeholder groups including current ACC users. In summary this resulted in: 502 online responses via Your Say Adelaide (with 1,150 downloads of the documents), 200 completed face to face surveys at the AAC, 130 hard copy feedback forms, 18 submissions from organisations, 449 emails and approximately 580 other interactions with AAC users. A summary of the key themes from this consultation is provided below.

The AAC is centrally located, has good accessibility and accommodates diverse range of users for a range of purposes including: recreation, education, special needs groups, general wellbeing and sport. This diversity of usage is due to a range of factors including the amount and range of different aquatic spaces available.

The face to face consultation undertaken at the AAC highlighted the regional catchment on the Centre with only 15.0% of respondents being City of Adelaide rate payers with a further breakdown indicating that 23.5% of respondents were either residents or business owners. This finding is comparable to previous research which indicates that only 7.7% of AAC users lived in the City of Adelaide.

Amongst AAC community users it was identified that the most important services were: recreational swimming, the café, lap swimming, swim lessons and the spa / sauna / steam. Regular users commented on the importance of the AAC being a welcoming place, allowing for safe exercise and social interaction with special needs groups highlighting attributes such as the accessible change room. General feedback provided indicated that any future plans should consider the provision more car parking, a facility renewal / upgrade, the provision of enhanced recreational facilities and better facilities for children.

Schools and sporting organisations highlighted the benefits of the AAC resulting from its location and the range of aquatic sport facilities (e.g. 50m pool, spectator seating and water polo pool) and the importance of the facility in providing the broader region with services for: training, club activities, competitions and events. These groups had a much stronger view about future facility requirements and these included: a 50m pool at 2m deep and 25m wide (available for sporting use), electronic scoreboards, storage, meeting / marshalling rooms and spectator seating (similar to existing). It was noted that the higher level of sport and school usage occurred over the summer period or shortly after.

This feedback highlighted the significantly different expectations and needs of community users compared to sporting groups and to a lesser extent school based usage. As a general theme community users, which account for the large majority of the facility usage, have a strong focus on the provision of facilities for recreation, education (e.g. swim lessons), social interaction and general wellbeing. Sporting organisations by comparison have a greater expectation for the provision of infrastructure that meets the relevant sports code standards or requirements.

Submissions received from other stakeholder groups identified a range of themes relating to the strategic positioning of the Centre and design considerations. This included a view of the need for a new facility and that the funding and operational costs should be consistent with its purpose and the user groups it aimed to service (i.e. geography and /or aquatic sport). If a new facility was to be developed, consideration should be given to minimising the footprint, ensuring biodiversity sensitive urban design, maximising water sustainability and looking at options to maximise visitations and revenues in order to reduce overall subsidy requirements.

# 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 13<sup>th</sup> 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 25<sup>th</sup> 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.

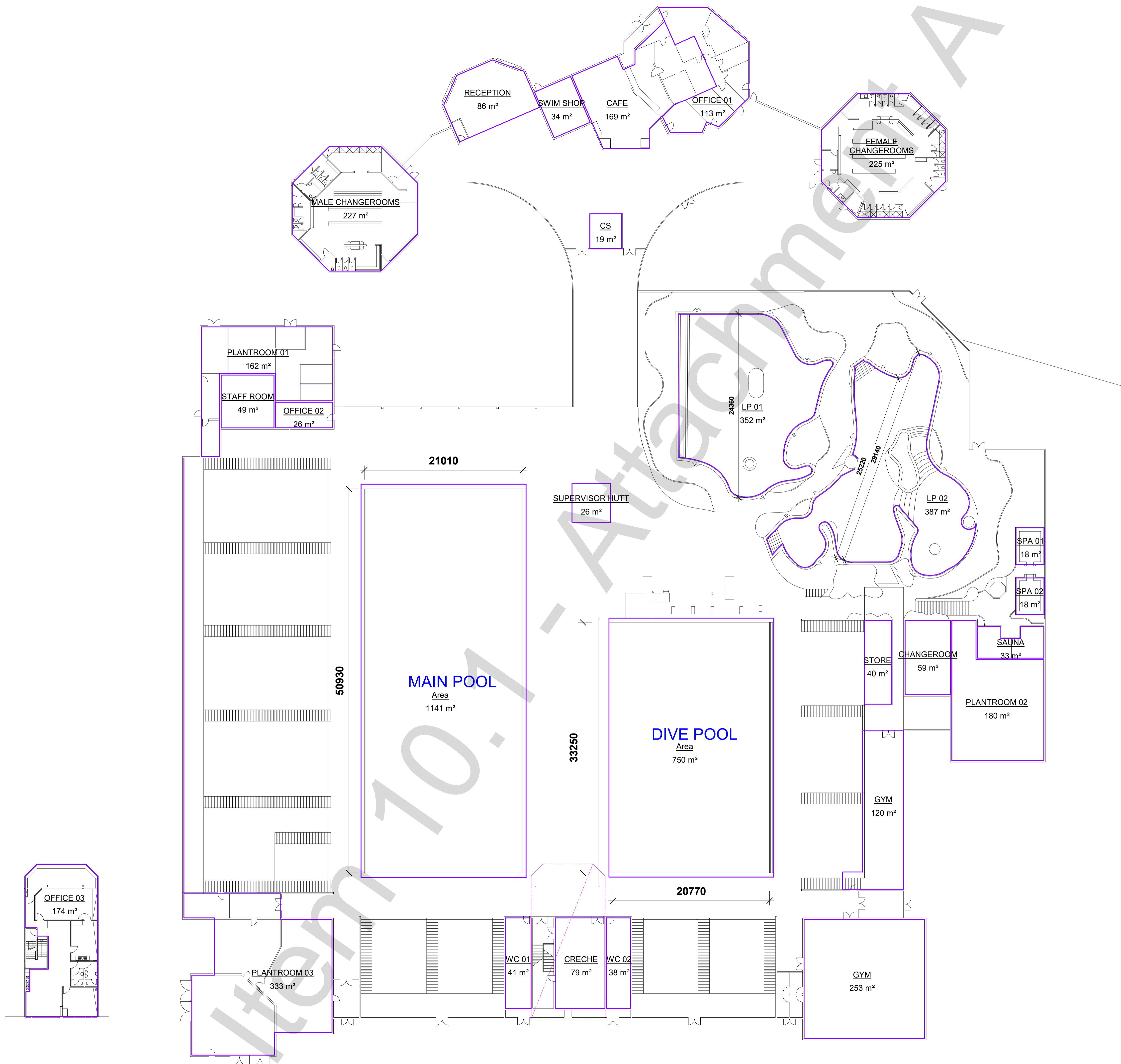
The total building footprint excluding car parking is approximately 11,900sqm with the total approximate site footprint being 29,000sqm. Images of the site footprint and the AAC functional areas are provided on following pages.





Item

nt A



## 2.3 Financial Performance Summary

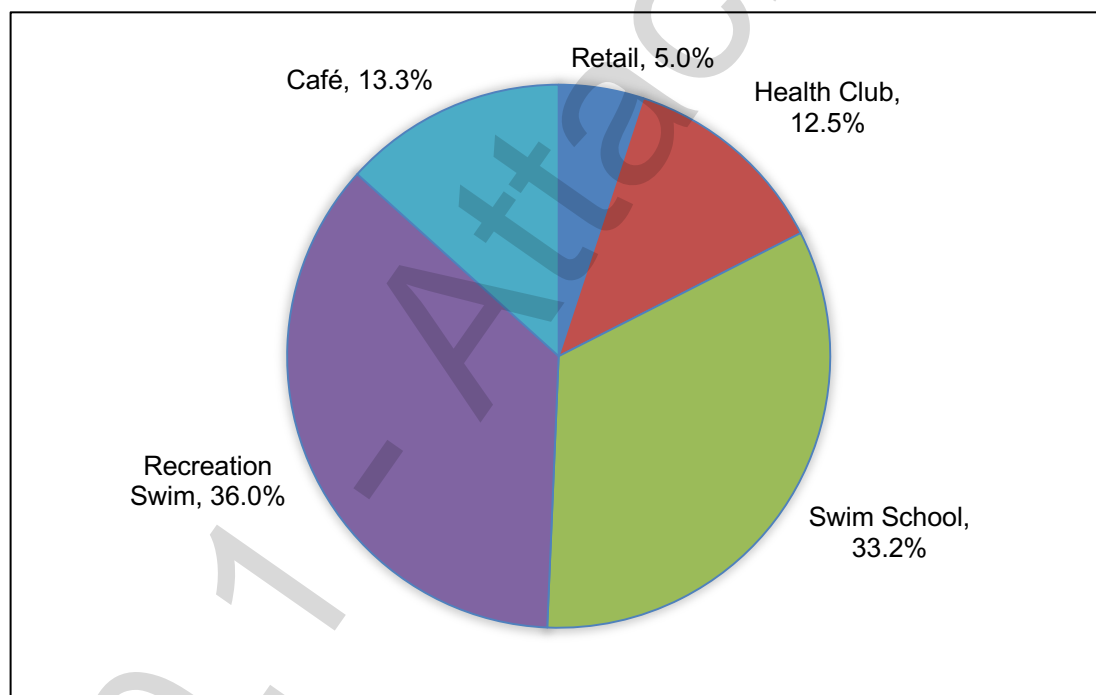
The table below provides a summary of the AAC financial performance for the previous two financial years with a further analysis provided in the Industry Benchmarking section.

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
<b>Total (where Postcodes Known)</b>	<b>2,547</b>	<b>1,536</b>	<b>1,516</b>	<b>5,599</b>

**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.

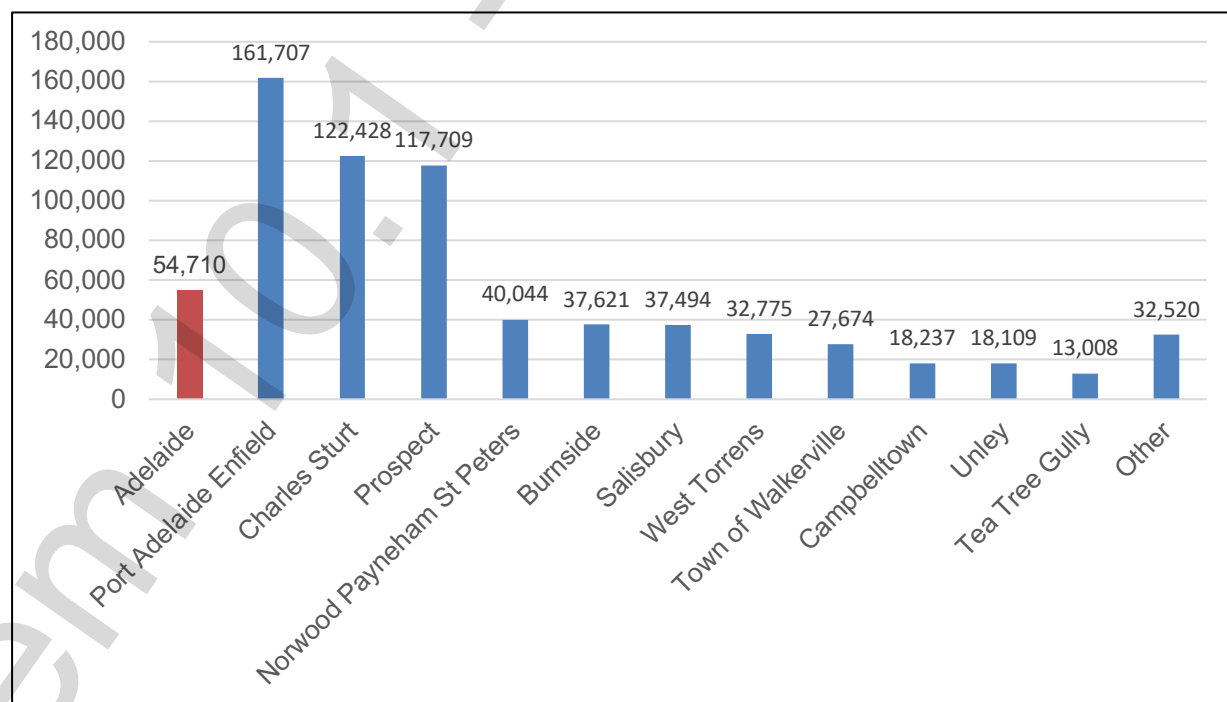
This table indicates that when compared to the City of Adelaide that both the City of Prospect and the Town of Walkerville have higher visitation numbers per head of population of 5.5 and 3.5 respectively. This is most likely a direct result of the location of the AAC which is on the northern border 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
<b>Total (for Known Postcodes Only)</b>	<b>100.0%</b>	<b>714,035</b>		

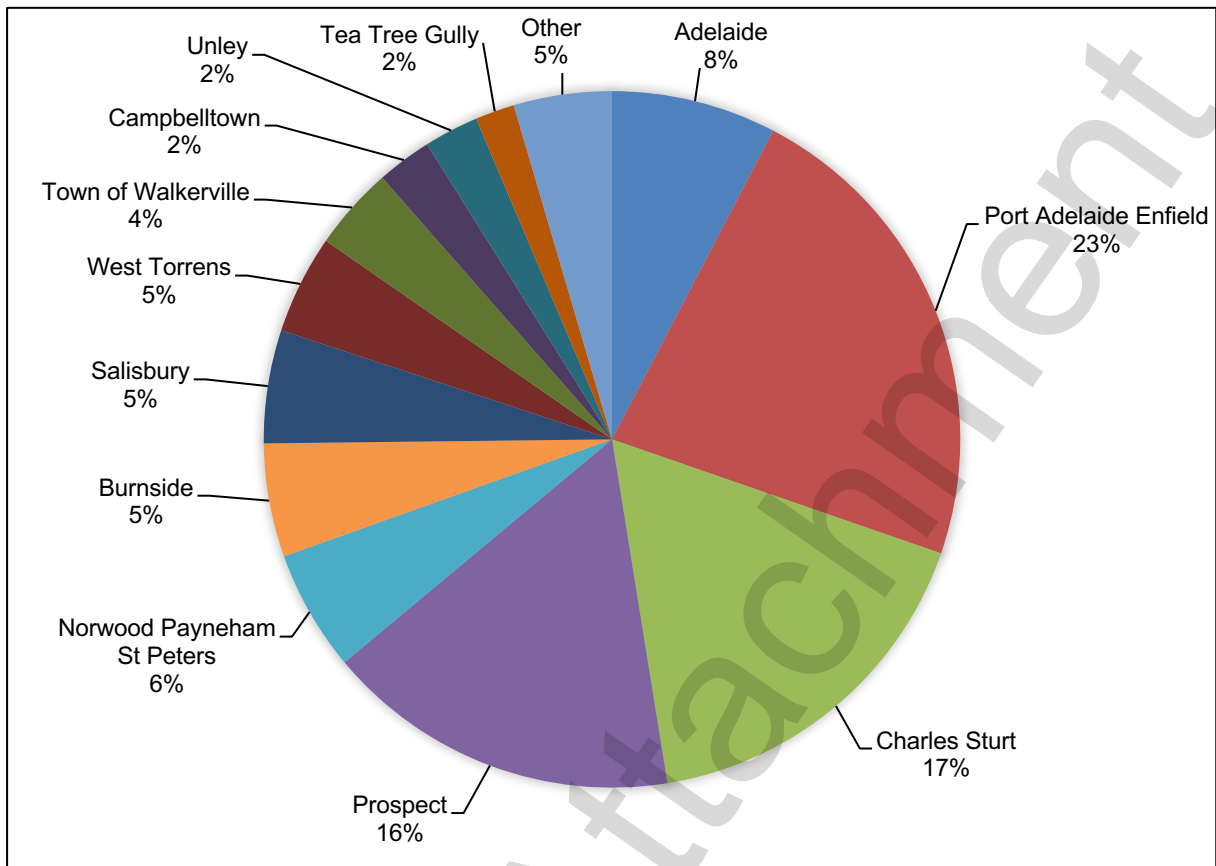
**Table 4: Indicative Visits by User Local Government Area**

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



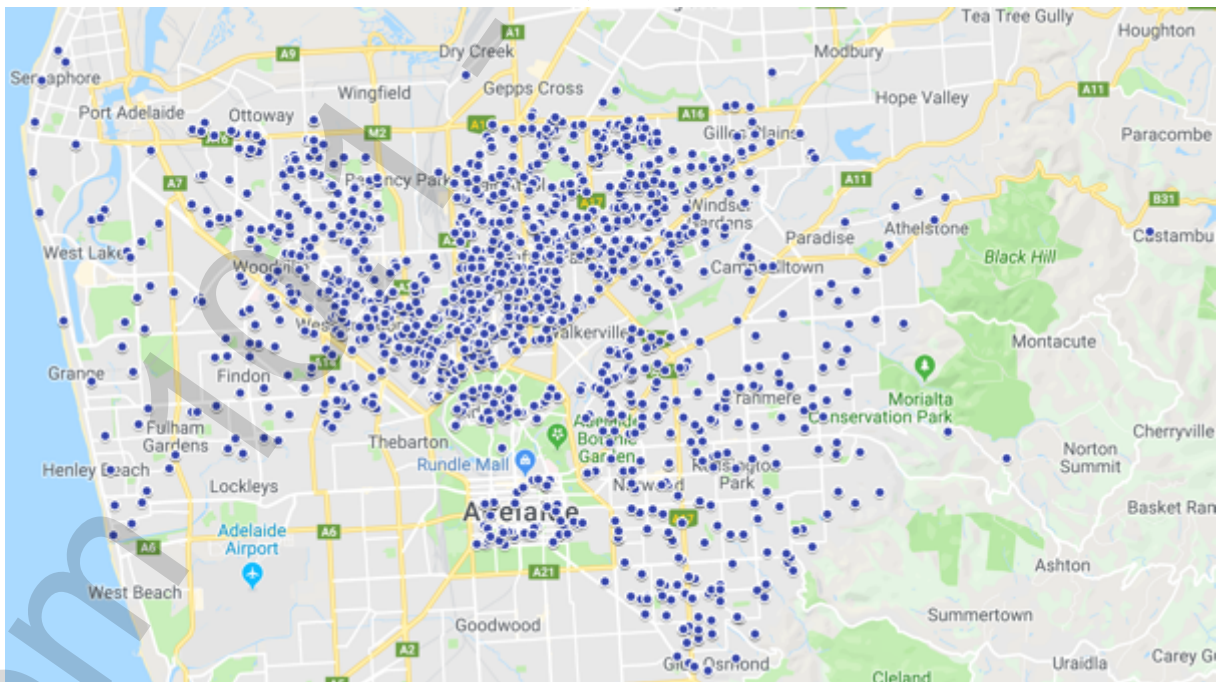
**Chart 2: Indicative Visitation Numbers by AAC User LGA**

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

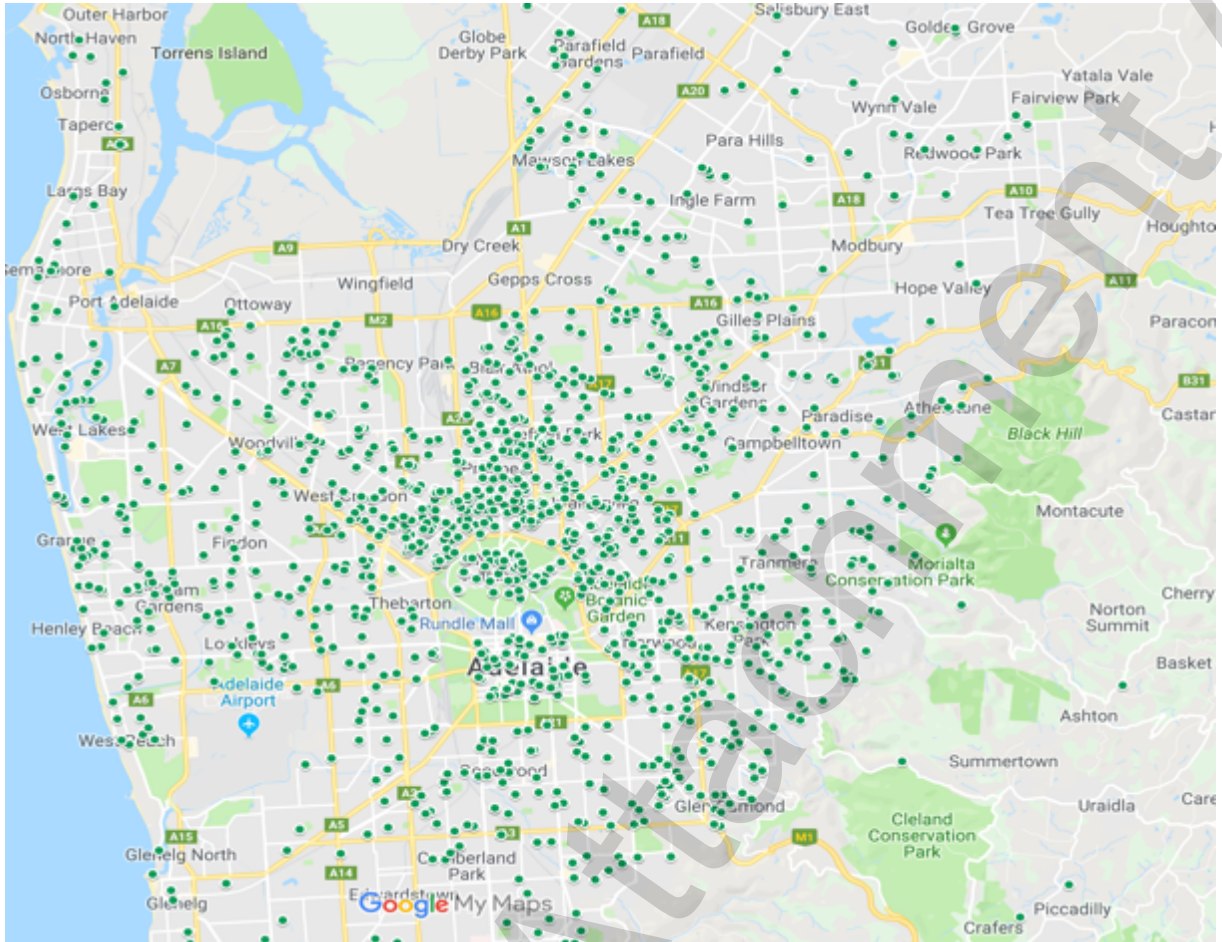


**Chart 3: Indicative Visitation Numbers by AAC User LGA**

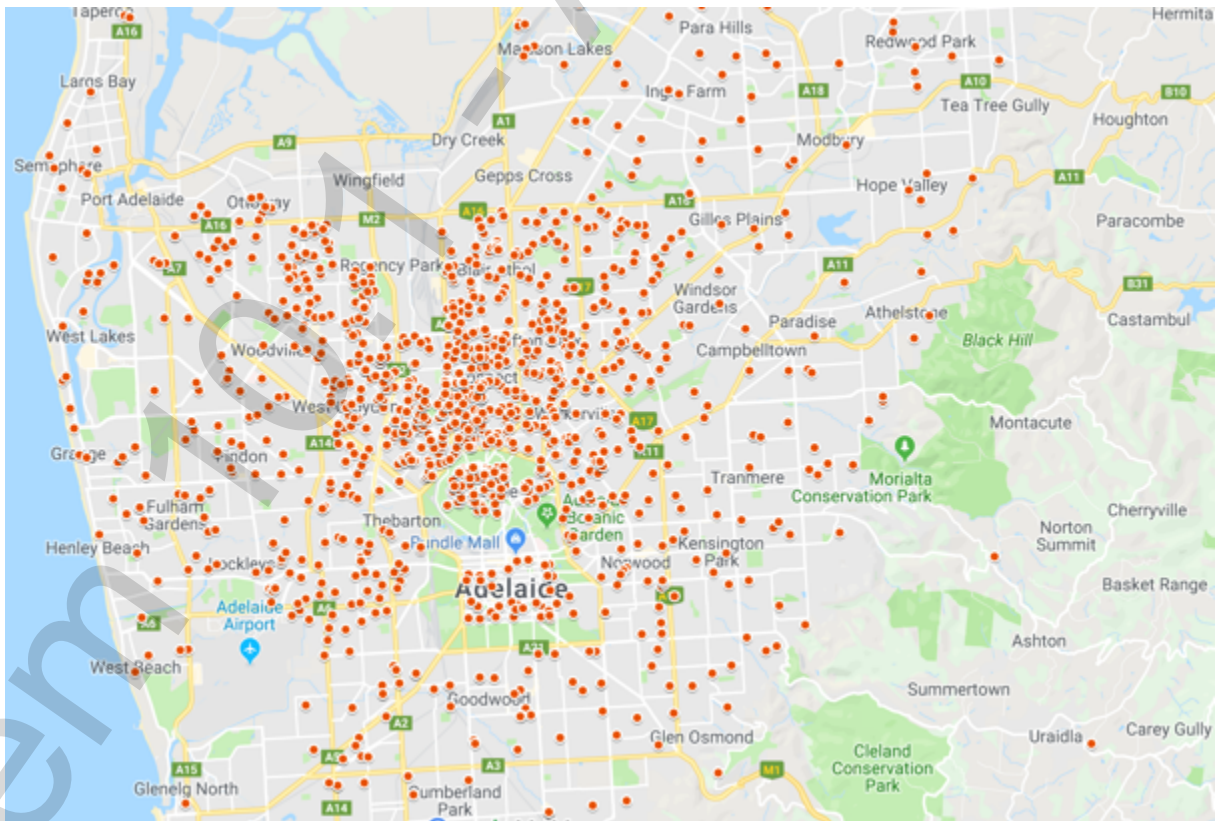
Mapping of the residential locations of swim school participants, multi-visit pass users and members are provided below.



**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
<b>Total</b>	<b>48%</b>	

**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.

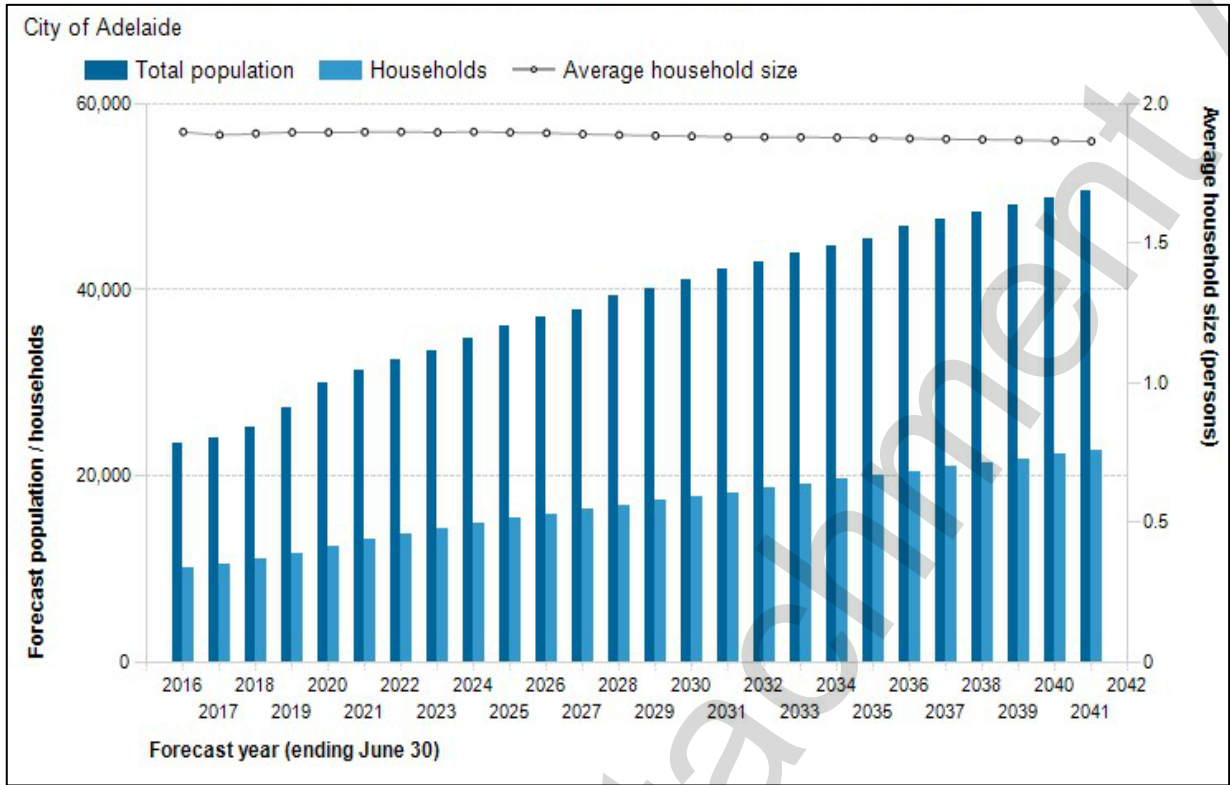
## **3.2 City of Adelaide Demographics**

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.

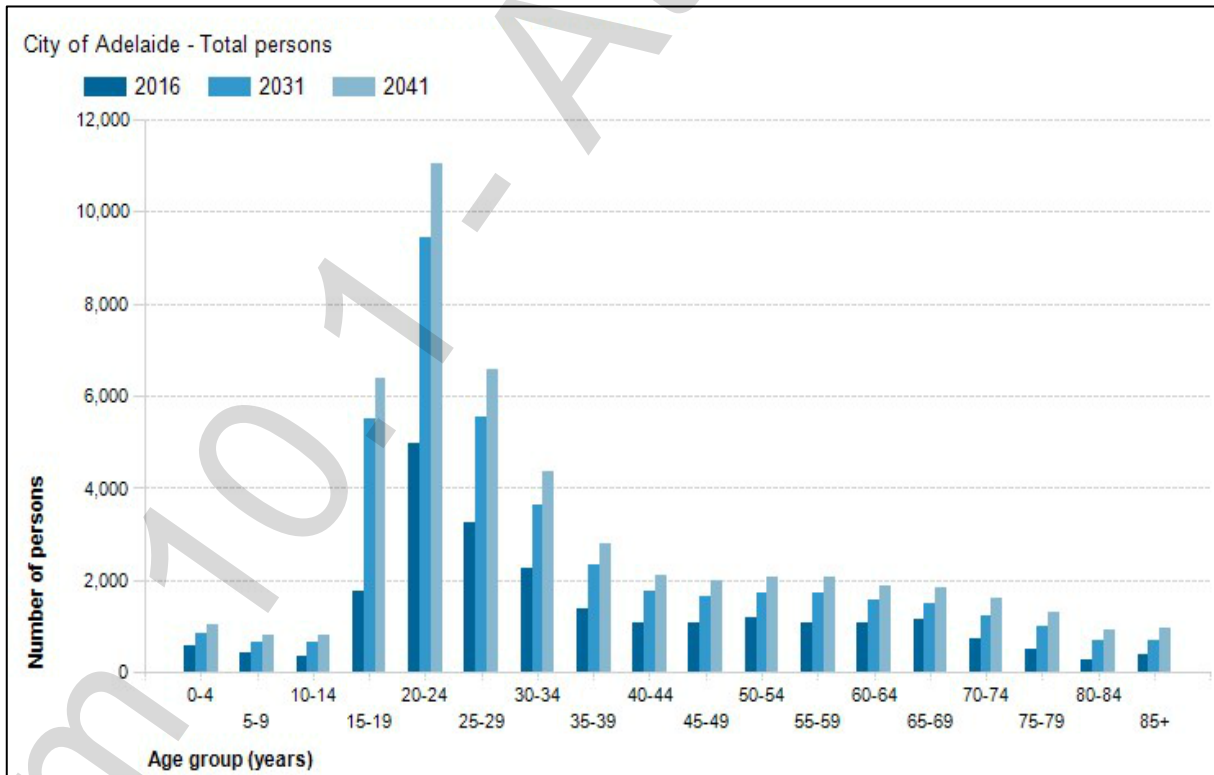
Relevant graphs for populations and age cohorts are provided below.

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**

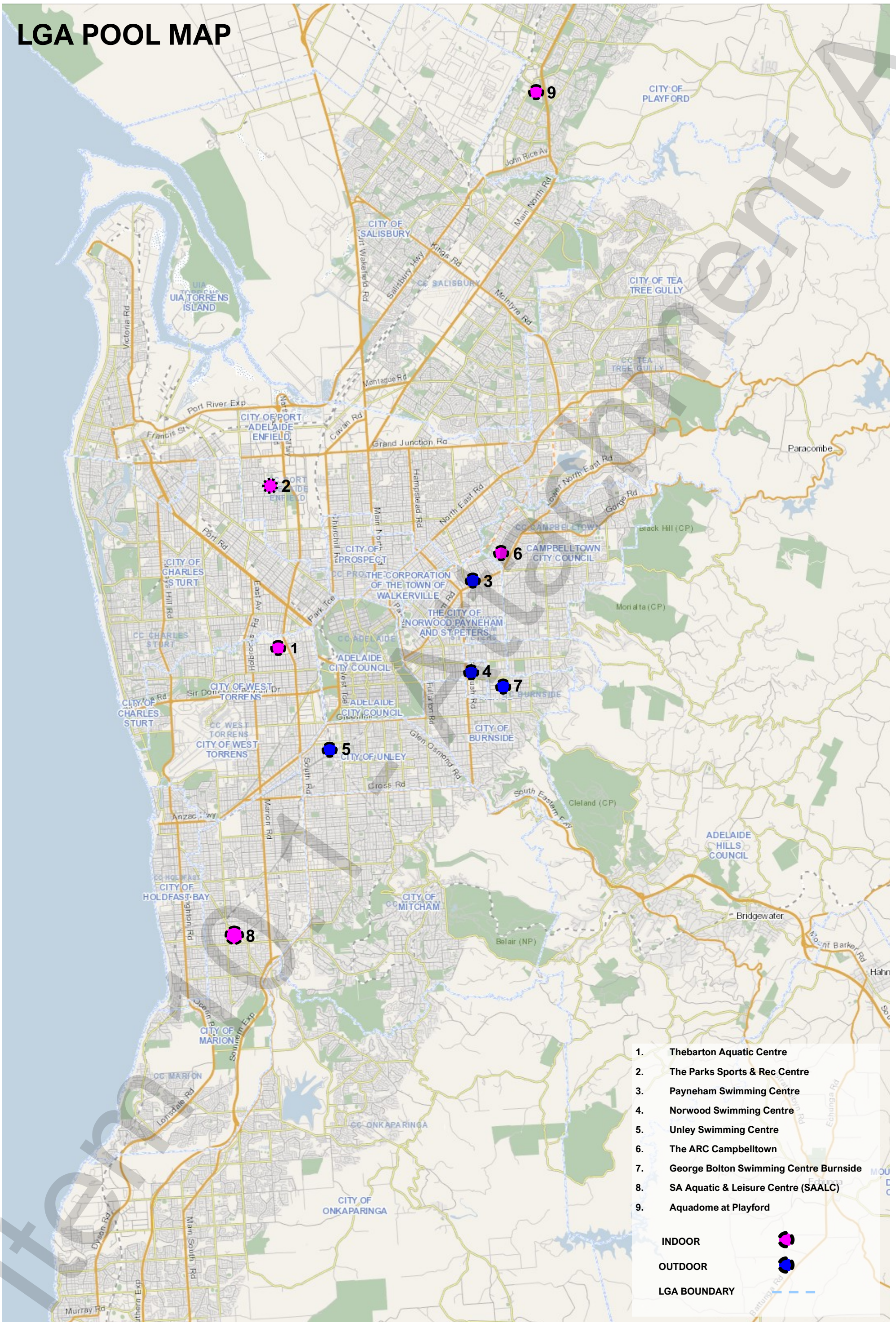
\* The SAALC is a major state-based facility which is compliant for the conduct of international aquatic events.




\*\* 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
<b>Facility Information</b>			
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%
<b>Performance Information</b>			
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%
<b>Demographics</b>			
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%
<b>Benchmarks</b>			
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
<b>Financials</b>			
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)
<b>Percentage</b>			
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.

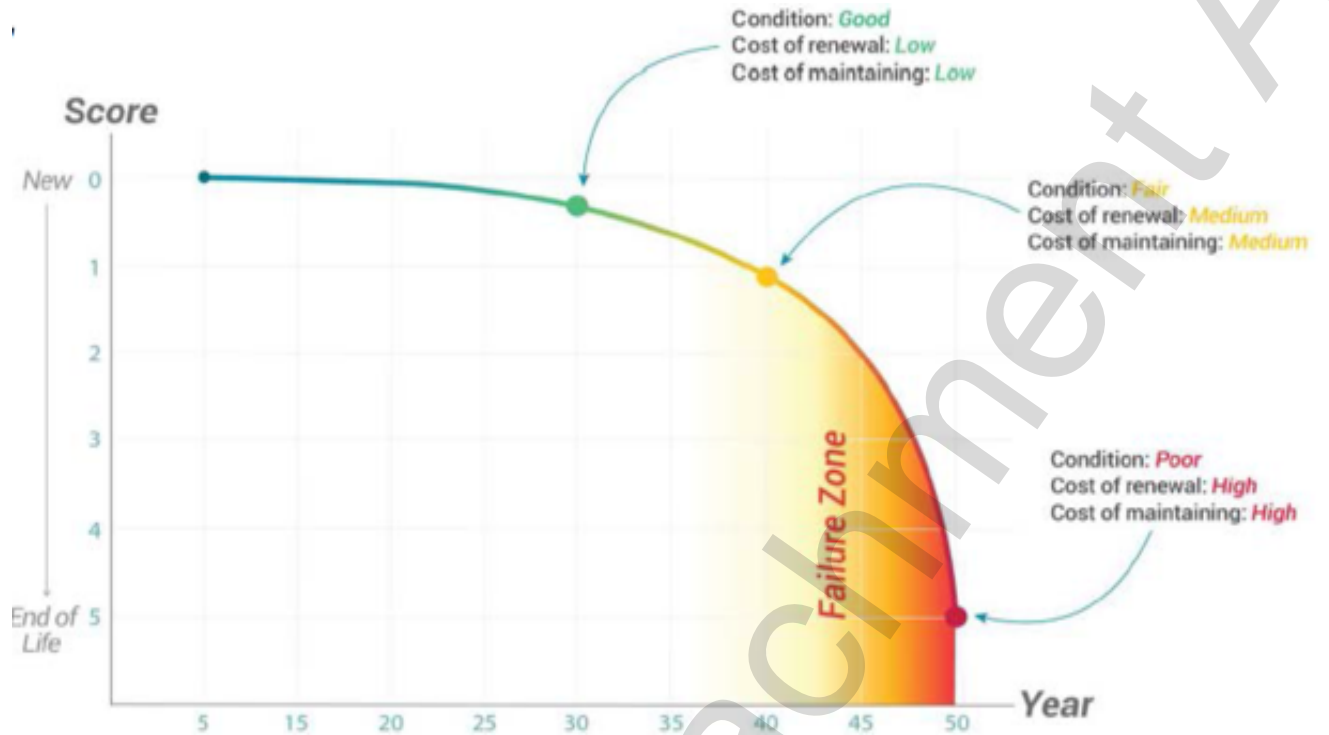
### **Lifecycle and Functionality**

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**

## 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.

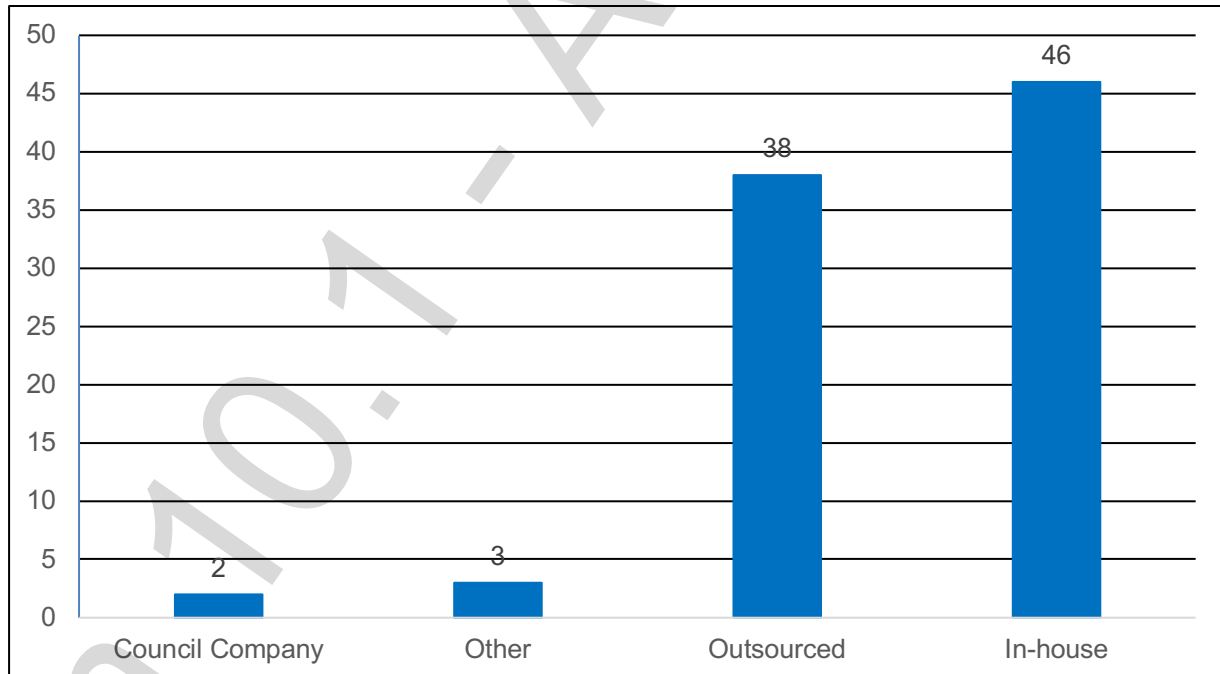
**Other Management Models**

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

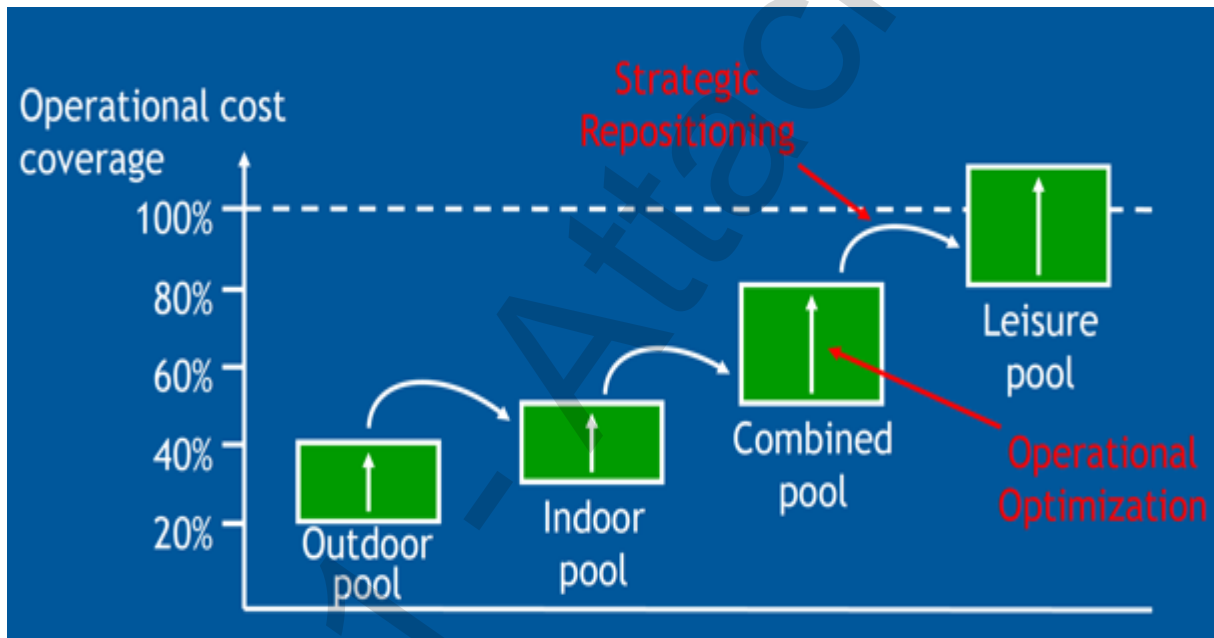
The following information provides a summary of key industry trends relevant to the identification of need for an aquatic and leisure facility.

### 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

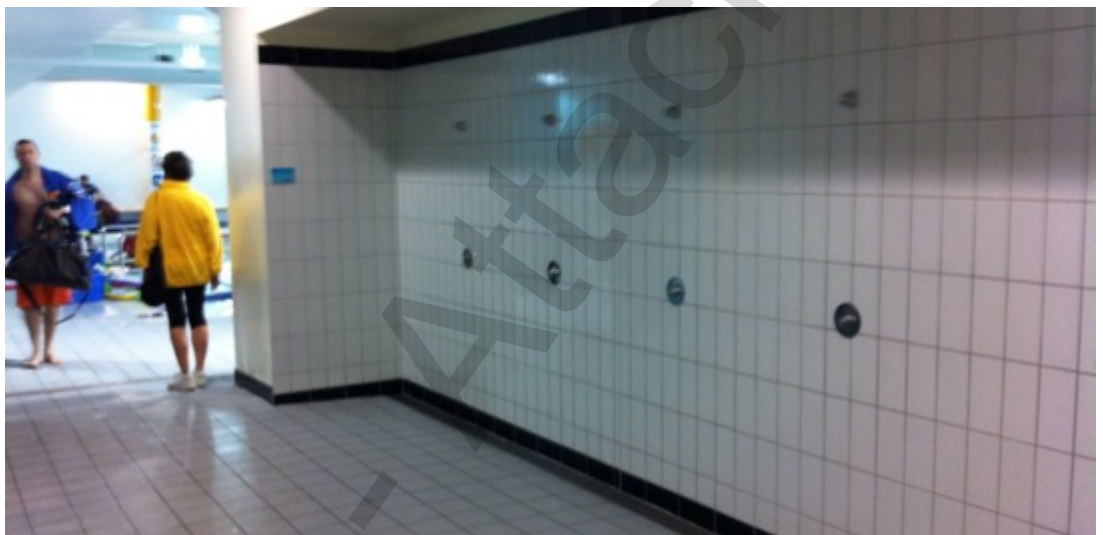
The following pages provide a summary of design examples images.



**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](http://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.

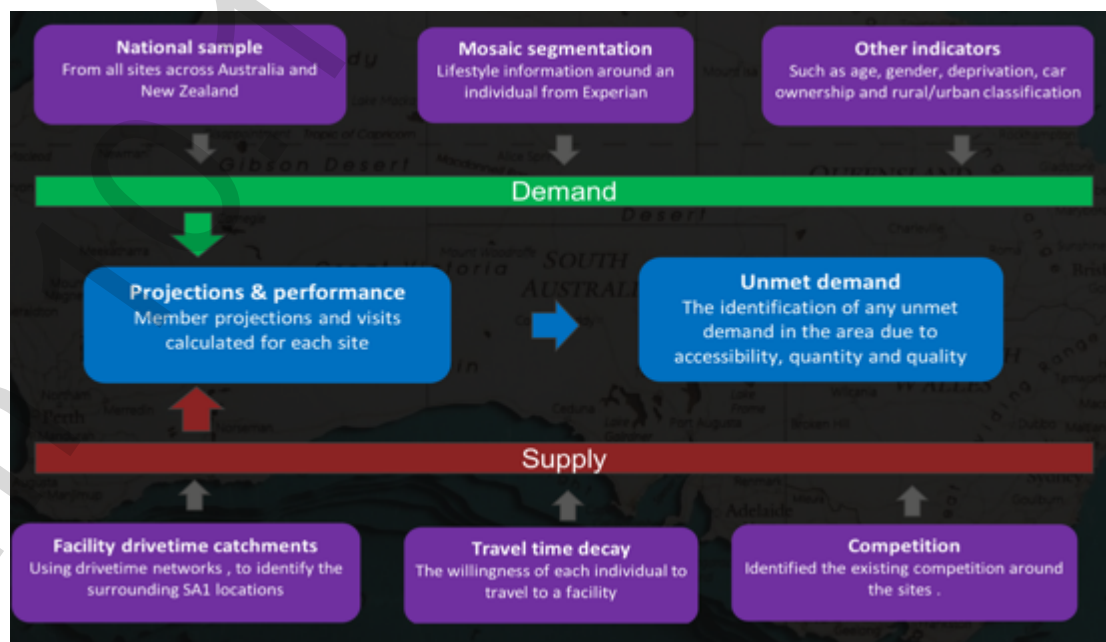
Step 3 – Demand Demographic Profiling: through the analysis undertaken in the Broad Sector Analysis an understanding of the prevalence of participation for 785 demographic and lifestyle indicators nationally is understood.

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](http://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%	
<b>Total</b>	<b>105,138</b>	<b>100.0%</b>	

**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 1,100m<sup>2</sup> 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 1,100m<sup>2</sup> 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)

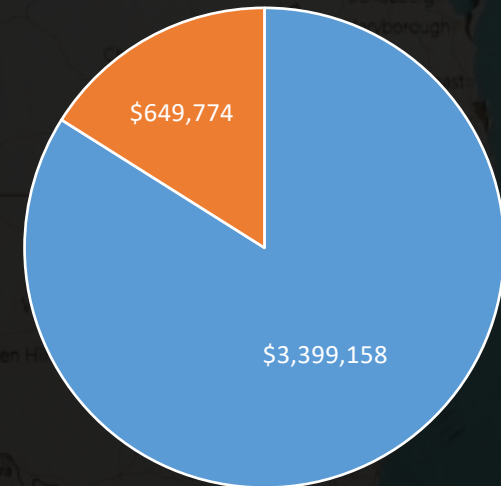
**Total savings (annual value): \$4,570,869**

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

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

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

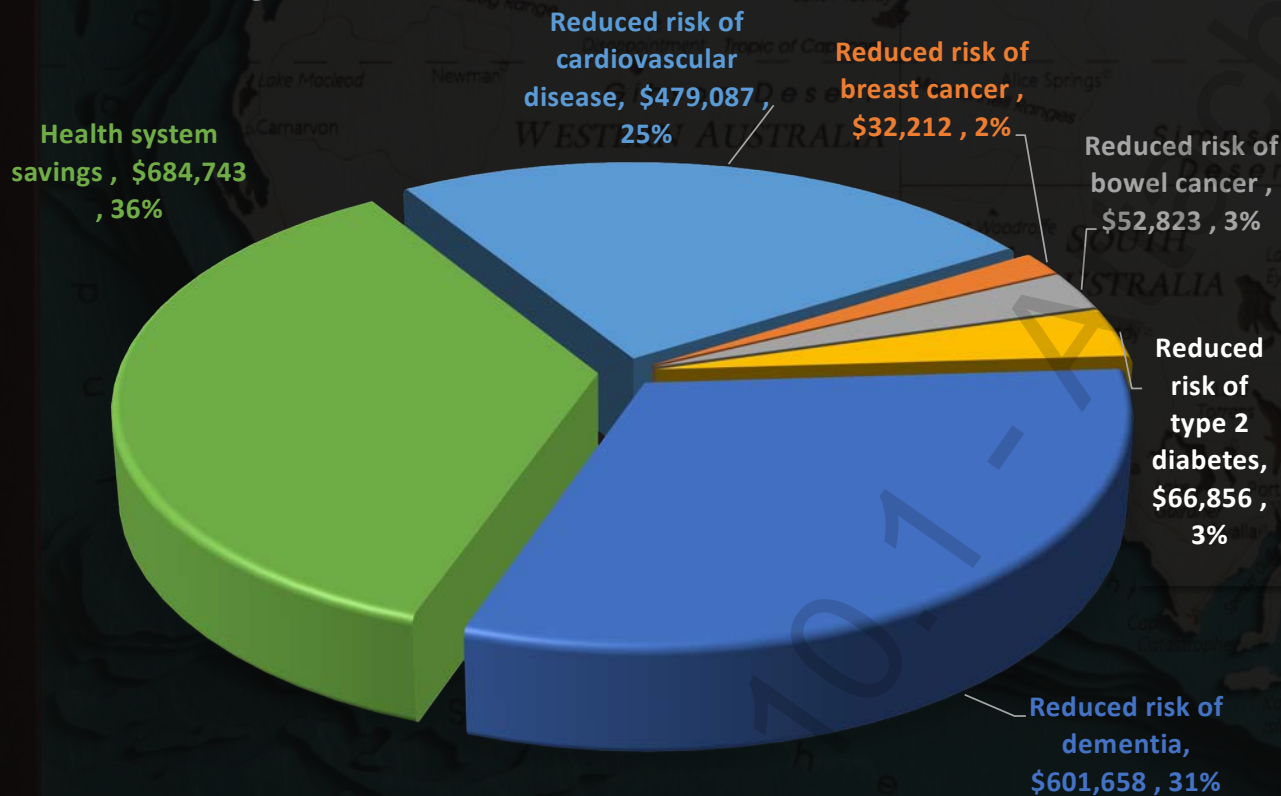
### Primary facility areas drivers of value



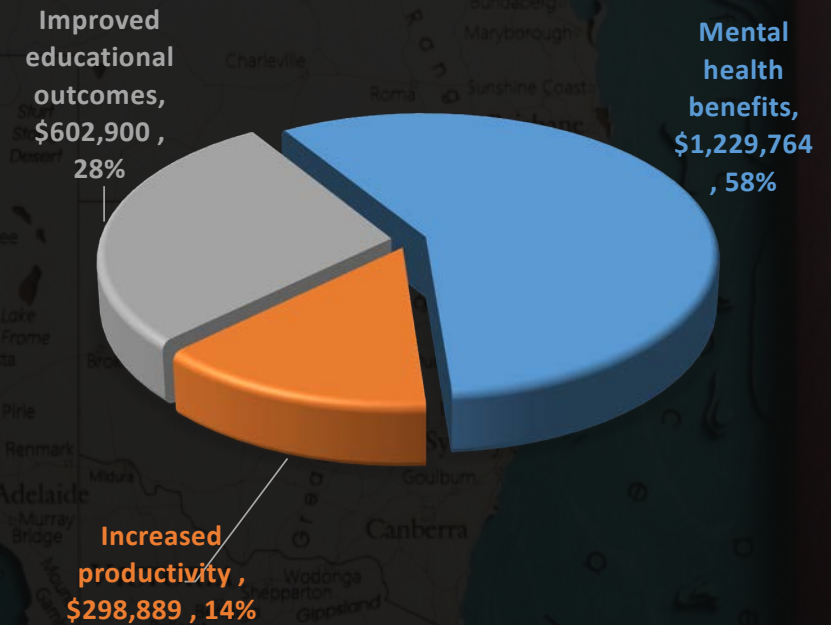
■ Primary gym usage    ■ Primary aquatic usage

## 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 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 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**

## 12 Community and Stakeholder Consultation

Following on from the completion of the Draft Aquatic and Leisure Centre Needs Analysis (i.e. Sections 1 to 11), the City of Adelaide undertook a comprehensive consultation process to seek feedback. A summary of the process and the key findings from this consultation are outlined below.

### 12.1 Consultation Process

A range of different consultation processes were undertaken and these are summarised below.

Consultation Medium	Response
Your Say Adelaide – an electronic survey conducted via the Council’s website over a 13 week period.	502 individuals completed the online survey and in addition 3,330 people visited the website and 1,150 documents were downloaded.
Face to Face Surveys – an independent company, Intuito Market Research, undertook surveys at the AAC for a two week period from 20 <sup>th</sup> January 2020.	200 surveys were completed.
Hardcopy Questionnaire / Survey – were available at Council operated libraries, community centres and the AAC.	130 hardcopy feedback forms were received.
Organisation and Individual Submissions.	18 organisations / individuals provided written feedback and 449 emails were received (Note: this feedback generally related more to the AFC submission).
Drop in Information Desk – conducted in the foyer of the AAC with posters in six languages to promote participation.	Over the course of the two-week period staff members liaised with approximately 580 AAC users.

**Table 12: Consultation Approach and Responses**

To maximise participation, consultation was promoted by Council in the following ways:

- Dedicated page on the ‘Your Say Adelaide’ website.
- Direct emails to subscriber listings including AAC members / users, Your Say Adelaide participants and sporting organisations.
- Media releases.
- Flyers in the January rate notice.
- Six specific posts on both the City of Adelaide’s Facebook page and Twitter.
- Various radio interviews.
- Posters, banners and flyers located within the AAC, libraries and community centres.
- Drop-in information desk located at the AAC.

In addition to the above, the consultation was promoted by other individuals and organisations via newsletters, Facebook, Twitter, online / print newspaper articles and various radio interviews.

## 12.2 Community Feedback

The following information provides an overview of the individual feedback received through the Your Say Adelaide survey, face to face consultation at the AAC and other feedback received.

### **Respondent Information**

The respondents were well distributed across age brackets. In summary, the medium age of the 605 respondents that provided details was 56 years old. A total of 384 respondents were aged from 40 to 70 years with this age cohort accounting for 63% of respondents.

The breakdown of usage frequency was 459 (73%) respondents indicating they use services at least weekly while 44% of respondents were members who would be in this cohort indicating that 29% of respondents were non-members but regular facility users.

Respondents were asked how they travelled to the AAC and the most popular mode of transport was by car (73%) followed by walking (13%), bicycle 6% and public transport 5%.

It was noted in the Face to Face survey only that 15% of respondents were City of Adelaide rate payers while 85% were not. A further breakdown indicates that 23.5% of respondent were either residents or business owners.

A breakdown of Your Say Adelaide respondents indicated that: 42 respondents or 8.3% never use the AAC with a further 42 respondents or 8.3% only using the facility annually. Hence a total of 16.6% of respondents never or very rarely use the AAC while the balance of respondents have varying levels of regular usage.

### **Overview of Key Findings**

General themes from the consultation with individuals undertaken included the following:

- The AAC is an important and much-loved facility for people from across metro-Adelaide.
- The AAC is publicly accessible and offers a variety of services and facilities people want.
- Other aquatic facilities in the Adelaide region do not offer the same level of accessibility for people with physical disabilities.
- Stakeholders were concerned about temporarily losing access to facility and what the interim arrangements would be, if any or more seriously what would they do if the centre was permanently closed.

Specific findings identified from the Face to Face consultation (only) were as follows:

- Recreational swimming, the cafe, lap swimming and retail are the most accessed services with the ACC although frequent users show higher usage of aquatic group fitness, dry group fitness, lap swimming, swim school lesson, spa, sauna/steam room, cafe, personal training and retail/swim shop.
- The most important services amongst the total sample are recreational swimming, cafe, lap swimming and swim school lessons. Recreational swimming is more important to occasional users, swim school lessons to frequent users and the spa, sauna/steam room to members and frequent users.
- 78 people could offer suggestions for other services and these included 27 comments relating to facilities (mostly more car parking and the need for an upgrade), 78 comments pertaining to bigger/better slides and diving, 74 comments about suggested activities (like swimming races, hot spa pool, more group fitness classes), 73 comments specific to children's facilities and activities and seven comments about the café offering.
- The vast majority of people would use a car (88%) with walking (5.5%) and public transport (3%).

A summary of an illustrative cross section of comments is as follows.

*"I think the AAC is a fabulous, affordable facility, particularly us in the North of Adelaide".*

*"The AAC is of great importance in the lives of a large number of people. Moreover, it is a really pleasant building and ambiance to visit".*

*"The AAC provides me with a facility which is not available anywhere else in the near vicinity to where I live. At my age of 85 this is vital for my continuing health and body fitness".*

*"We always bring our grandchildren to your pool because it is undercover, very well supervised and offers a range of fun activities (water slides, dive pool, etc) for different age groups and skill levels".*

Feedback was also provided by two MP's: Hon Rachel Sanderson (State Member for Adelaide) and the Hon Tung Ngo (Member of Legislative Council) with the following key points being raised.

- Concerns raised by Hon Rachel Sanderson constituents for the development not having the same facilities available in the future including the number, size and depth of pools, as well as the reinstatement of the diving platform together with the timeframes associated with the development and the impact on the Park Lands.
- Following on from a community meeting, the key comments provided by the Hon Tung Ngo included: the importance of service for immersion therapy (refer Determined2 submission below), accessibility for people with physical disabilities and the future provision of yoga. In summary it was concluded that the AAC is a "much loved" facility and a welcoming place where they can exercise safely and also enjoy social interaction. In relation to funding it was noted by the Hon Tung Ngo that given that many AAC users come from outside the City of Adelaide it is reasonable for state or federal governments to support an aquatic facility development and that ongoing funding does not solely rest with Council but a funding model similar to SAALC.

## 12.3 User Group Submissions

A summary of submissions received from user groups regarding the Draft Aquatic and Leisure Centre Needs Analysis is provided below (in alphabetical order).

### **Blackfriars Priory School**

A submission advised that the school uses the AAC for a range of activities including school swimming carnivals, water polo, learn to swim and education programs.

While no specific visitation or usage numbers appear to be provided, the submission advises that the following facilities are either essential or required to conduct the school programs: an eight lane 50m pool with a grandstand for 1,000 spectators, water polo pool (with a distance between goals of 20m to 30m for men and 15m to 25m for women and a minimum water depth of 1.8m while 2m is preferred) and also a program pool for learn to swim activities. As a result of the items being identified as essential or required, the school identified a preference for option 1 (as outlined in Section 11).

### **Determined2**

The organisation provides a range of services to people with disability, injury or illness. A focus is on the provision of movement type activities in under water environments using SCUBA equipment. The service is currently provided at the AAC five days per week employing eight part time staff and conducting approximately 170 to 180 sessions per week. The organisation has a requirement for water deep enough to submerge (depth not specified) and also appropriate amenities (e.g. accessible change room).

### **St Dominic's Priory College**

A submission advised that the school uses the AAC for water polo training on Monday afternoons in summer and games on Thursdays, an annual swimming carnival and school lessons. To continue on with these programs the school is seeking future access at an affordable price to a deep water pool for water polo, a 50m pool for its swimming carnival and a children's pool for swim lessons.



### **Eastern Saints Water Polo Club**

Eastern Saints Water Polo Club is the youngest of the current four clubs in Adelaide having been formed in 2008 to provide a fourth club to improve and assist in the growth of the sport in South Australia. The club currently has seven teams participating in competition and is also actively involved in primary school competitions and clinics. The club identified that water polo is reliant upon both SAALC and the AAC as both centres have pools with the required depths. The central location of the AAC makes it important as a primary water polo venue for the water polo community. As one example, the Club's view is that the AAC is the only suitable location for the secondary school's competition as the participating schools are not located to the south.

*Note: the submission states that the Draft Aquatic and Leisure Centre Needs Analysis significantly understates water polo usage but no background is provided regarding this comment.*

### **Royal Life Saving South Australia**

The organisation has been a tenant at the AAC since 2014 and also a regular user of the 50m pool for training courses and programs, as well as the meeting / function area for training. The organisation is committed to a shared vision of maximising participation and health and wellbeing for all and is working towards that aim of 'A nation free from drowning'. Access to the right facilities are important to deliver this aim and Royal Life Saving SA believe that the following are important: a 50m pool with disability access, smaller learn to swim pool and a dedicated toddler's infant area.

The following values are important: leadership / collaboration / integrity, humanitarianism / social entrepreneurship, quality and innovation, diversity and equality / respect.

### **Underwater Hockey (UWH)**

UWH is a minority sport played by both females and males. The sport predominately uses the shallow end of the diving pool at the AAC but over time has also used the deep end of the 50m pool. UWH is adaptable but a pool depth of 2m is preferred with the international rules requiring a playing area of 12m to 15m wide and 21m to 25m long. UWH noted that SAALC is unsuitable for underwater due to the type of pool floor.

### **Water Polo South Australia (WPSA)**

The current structure of water polo in the state consists of four clubs (300 members), a schoolboys and girl's competition (720 members), talent squads, SASI support, Australian water polo league events (men's and women's teams), junior state representative teams, flippa ball and modified games.

While SAALC accommodates the elite water polo competition and club training (for one team) it is poorly located to maximise participation. Hence the AAC remains an excellent water polo venue, in a central location, that complies with the needs of the Australian Water Polo League which is the highest level of water polo in Australia. In order to remain competitive at a national level it is important that South Australia has as many suitable training and competition venues as possible.

The ideal future facilities for WPSA activities are a 50m pool by 25m wide and 2m deep, heated, with a movable floor, movable boom, adequate storage for goals scoreboards etc. two marshalling / meeting rooms, electronic scoreboard and spectator seating.

*Note: the submission states that the Draft Aquatic and Leisure Centre Needs Analysis appears to significantly understate water polo usage. For clarity, the local school competition example provided by WPSA is included in the total group usage hours but not specifically listed as it is not classified as an event by AAC management.*

## 12.4 Other Stakeholder Submissions

A summary of submissions received from other stakeholders regarding the Draft Aquatic and Leisure Centre Needs Analysis is provided below (in alphabetical order).

### **Adelaide Park Lands Preservation Association Inc (APPA)**

A submission was received by the APPA with points being raised in the submission regarding the background on the APPA, the structure of Council's consultation, the Council's questions. In relation to feedback on the Draft Aquatic and Leisure Centre Needs Analysis, it was highlighted that Council's decision on the aquatic centre should be separated from any other commercial decisions. It was also stated that other local governments around Australia would perceive rate payer support for aquatic centres as part of their core business and part of a statutory duty to promote public health.

### **Natural Resources Adelaide and Mt Lofty Ranges (AMLR)**

A submission received from Natural Resources AMLR was provided as preliminary and high level feedback. Specific reference was made to the importance of integrating living infrastructure (i.e. trees and other plants), biodiversity sensitive urban design and water sustainability.

Key guiding principles associated with the new development were identified as follows.

- a) Increase to service offering with a best practice approach applied to service delivery.
- b) Universal access to enable mobility.
- c) Sympathetic to Park Lands setting.
- d) Sustainable.
- e) Drives commercial outcomes for the precinct and city with increasing visitor spend.
- f) A financially sustainable operation for Council that maximises return on invest and delivers new revenue streams while reducing Council's reliance on rate revenue.

### **South East City Residents Association Inc. (SECRA)**

The SECRA provided the following comments on the Draft Aquatic and Leisure Centre Needs Analysis.

- a) There appears to be a strong argument for a new aquatic centre to be built.
- b) Any new facility should not be to the detriment of Park Lands and it is noted that all four options reduce the current footprint and building area.
- c) Option 4 is cheapest to build and presumably cheapest to maintain.
- d) Given the provision of SAALC there is arguably no need for aquatic sport facilities (i.e. 50m pool and dive pool and if demand exists the state government should pay for these).
- e) The Education Department should contribute if the facility is to accommodate school carnivals.
- f) Adjacent Councils should make a financial contribution for all options except for a local facility, Option 4.
- g) Discounted entry could be provided for residents of contributing Councils.
- h) Both state and federal governments should contribute to all four options.
- i) Consideration should be given to the provision of a gym, improved outdoor spaces and café accessibility both inside and outside the facility.

## 12.5 Consultation Summary

Based on the consultation undertaken the following summary is provided.

The AAC is centrally located, has good accessibility and accommodates diverse range of users for a range of purposes including: recreation, education, special needs groups, general wellbeing and sport. This diversity of usage is due to a range of factors including the amount and range of different aquatic spaces available.

The face to face consultation undertaken at the AAC highlighted the regional catchment on the Centre with only 15% of respondents being City of Adelaide rate payers with a further breakdown indicating that 23.5% of respondents were either residents or business owners. This finding is comparable to previous research which indicates that only 7.7% of AAC users lived in the City of Adelaide.

Amongst community users it was identified that the most important services were: recreational swimming, the café, lap swimming, swim lessons and the spa / sauna / steam. Regular users commented on the importance of the AAC being a welcoming place, allowing for safe exercise and social interaction with special needs groups highlighting attributes such as the accessible change room. General feedback provided indicated that any future plans should consider the provision more car parking, a facility renewal / upgrade, the provision of enhanced recreational facilities and better facilities for children.

Schools and sporting organisations highlighted the benefits of the AAC resulting from its location and the range of aquatic sport facilities (e.g. 50m pool, spectator seating and water polo pool) and the importance of the facility in providing the broader region with services for: training, club activities, competitions and events. These groups had a much stronger view about future facility requirements and these included: a 50m pool at 2m deep and 25m wide (available for sporting use), electronic scoreboards, storage, meeting / marshalling rooms and spectator seating (similar to existing). It was noted that the higher level of sport and school usage occurred over the summer period or shortly after.

The feedback overall highlighted the significantly different expectations and needs of community users when compared to sporting groups and to a lesser extent school based usage. As a general theme community users, which account for the large majority of the facility usage, have a strong focus on the provision of facilities for recreation, education (e.g. swim lessons), social interaction and general wellbeing. Sporting organisations by comparison have a greater expectation for the provision of infrastructure that meets the relevant sports code standards or requirements.

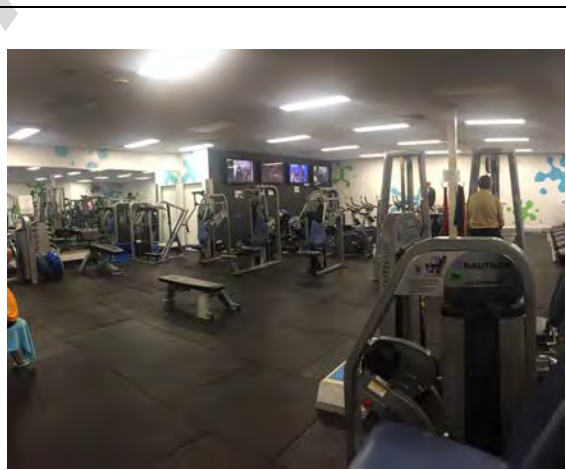
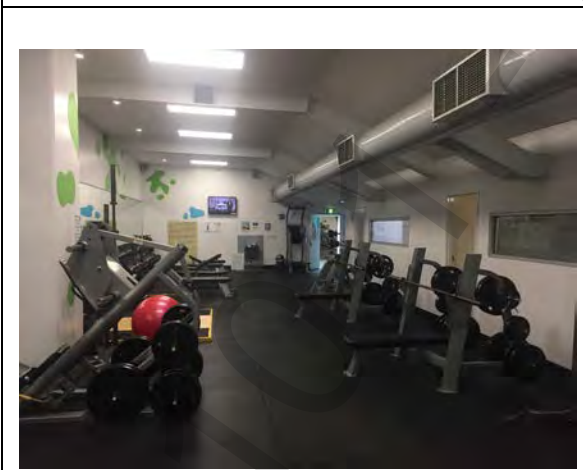
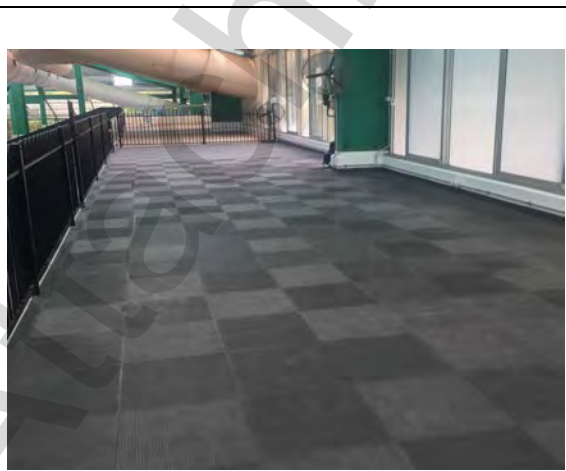
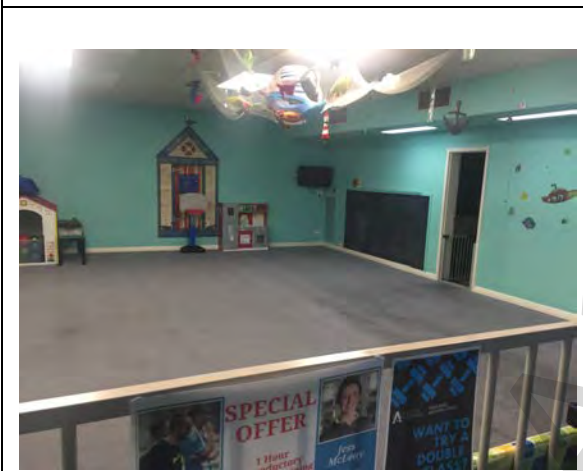
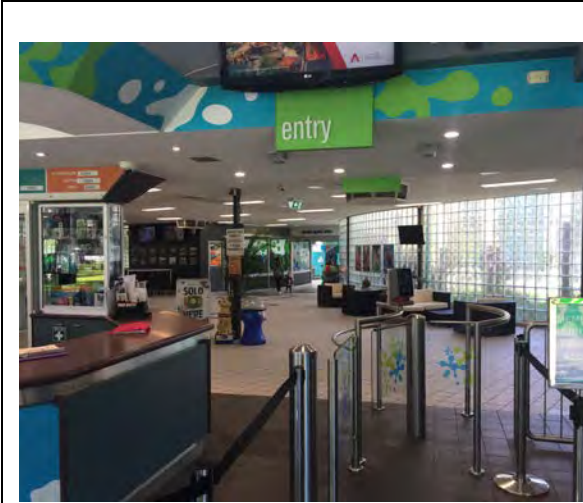
Submissions received from other stakeholder groups identified a range of themes relating to the strategic positioning of the Centre and design considerations. This included a view of the need for a new facility and that the funding and operational costs should be consistent with its purpose and the user groups it aimed to service (i.e. geography and /or aquatic sport). If a new facility was to be developed, consideration should be given to minimising the footprint, ensuring biodiversity sensitive urban design, maximising water sustainability and looking at options to maximise visitations and revenues in order to reduce overall subsidy requirements.

*Consulting Team Note – Much of the feedback provided by current user groups was high-level (i.e. current visitations and / or membership details generally not provided) hence any future planning may need to consider actual demand and participation rates by these groups.*

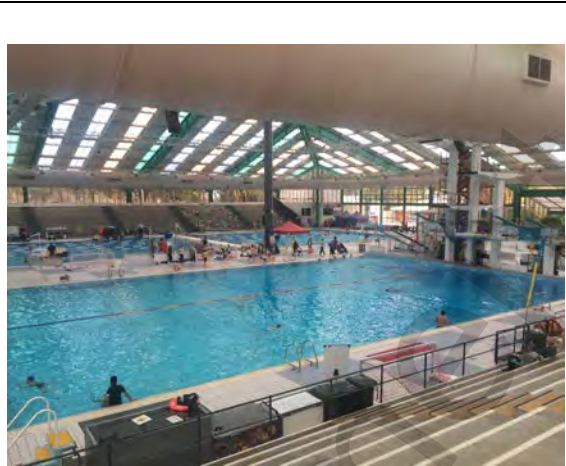
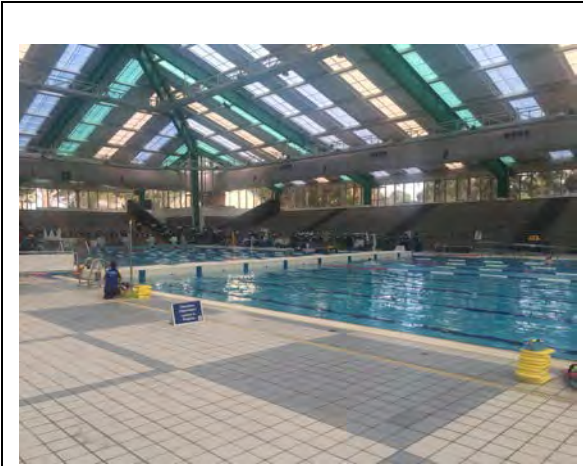
**Appendix A -  
AAC Aerial and Images**

Item 10.1 - Attachment A





Item



**Appendix B -  
Carnival and Events Summary**

Item 10.1 - Attachment A



**Main Pool Carnivals and Events**

Group	Approximate Numbers	Type	Month
<b>Swimming</b>			
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
<b>Water Polo</b>			
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
<b>None School</b>			
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	<b>48</b>
Sep-18	66.5	4	8	18	<b>96.5</b>
Oct-18	66	0	0	25	<b>91</b>
Nov-18	103.5	0	0	27	<b>130.5</b>
Dec-18	40	0	0	4.5	<b>44.5</b>
Jan-19	38	0	0	0	<b>38</b>
Feb-19	100.25	0	2	0	<b>102.25</b>
Mar-19	116	0	0	0	<b>116</b>
Apr-19	42.5	0	0	0	<b>42.5</b>
May-19	41.5	0	0	0	<b>41.5</b>
Jun-19	43.75	0	4	7	<b>54.75</b>
Jul-19	23	1	0	0	<b>24</b>
<b>Total</b>	<b>702.5</b>	<b>9</b>	<b>14</b>	<b>104</b>	<b>829.5</b>

# City Wide Business Model

**ITEM 10.2** 09/06/2020  
**Council**

2019/00615  
Public

**Program Contact:**  
Michelle English, AD Economic  
Development & Sustainability  
8203 7779

**Approving Officer:**  
Ian Hill, Director Growth

## EXECUTIVE SUMMARY

The purpose of this report is to provide recommendations to Council regarding the implementation of a City-Wide Business Model (CWBM) with respect to its potential governance structure.

The *City-Wide Business Models Feasibility Study* was completed in October 2019 and evaluated alternative funding and governance models that aim to accelerate economic growth in the City. The study investigated and analysed several successful models operating in jurisdictions within Australia and overseas.

Significant consultation on CWBM options has occurred with the City Precinct Mainstreet Associations, Adelaide Business Collective, broader business community, State Government agencies, Industry Associations and City of Adelaide partners to inform these recommendations.

The proposed governance structure to implement a CWBM as a subsidiary of Council under Section 42 of the *Local Government Act 1999 (SA)*. It is considered this option is best placed to support Adelaide's CBD and North Adelaide specific business needs, opportunities and activities moving forward.

It is proposed to investigate whether the creation of the Section 42 subsidiary could occur through an amendment to the Charter of the Rundle Mall Management Authority by expanding its Objects, Purpose, Powers, Functions and Duties.

The rationale for the introduction of a CWBM is to accelerate economic growth of the City of Adelaide through attracting investment and supporting the growth of business, residents, visitors, events, festivals and students, in collaboration with key State Government agencies and through implementation of a comprehensive, city wide marketing and growth strategy.

Operating as a subsidiary of Council will enable it to respond with agility to changes in the commercial environment and redirect resources as needed, while aligning with Council's Strategic Plan and direction.

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## RECOMMENDATION

That Council:

1. Approves the implementation of a City-Wide Business Model through the use of a subsidiary of Council under Section 42 of the *Local Government Act 1999*.
  2. Approves investigating an amendment to the Charter of the Rundle Mall Management Authority to expand its Objects, Purpose, Powers, Functions and Duties to broaden its existing scope to enable delivery of city-wide economic development outcomes as a subsidiary of Council under Section 42 of the *Local Government Act 1999*.
  3. Notes that a draft Charter for the subsidiary under Section 42 of the *Local Government Act 1999* will be presented to Council for its endorsement and submission to the Minister for Transport, Infrastructure and Local Government for approval.
  4. Notes the Indicative Implementation Timeline for the establishment of a subsidiary under Section 42 of the *Local Government Act 1999* to deliver city wide economic outcomes.
-

## IMPLICATIONS AND FINANCIALS:

City of Adelaide 2016 - 2020 Strategic Plan	<p><b>Strategic Alignment - Smart</b></p> <p>By June 2018, work with key stakeholders in mainstreets and districts to develop business plans that will provide greater participation at the local level and appropriate governance models, as well as work on projects such as an O'Connell Street enhancement program.</p> <p>The City of Adelaide 2020-2024 Strategic Plan 'Strong Economies' outcome – Implement a City-Wide Business Model.</p>
Policy	Not as a result of this report
Consultation	Preliminary consultation on the 'City Wide Business Model' framework has occurred with Precinct Groups, business representative groups, City of Adelaide partners, industry associations, State Government and City of Adelaide subsidiaries.
Resource	The implementation of a new city-wide business model will be managed within existing resources.
Risk / Legal / Legislative	The Charter for the proposed subsidiary will be prepared for endorsement of Council and submitted to the Minister for Transport, Infrastructure and Local Government in accordance with the <i>Local Government Act (SA) 1999</i> .
Opportunities	Improved alignment with the business sector that represents nearly 80% of rate revenue with a dedicated subsidiary governed by a skills-based board. Reinforcing the City of Adelaide as a small business friendly city and a great place to do business that encourages investment.
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	The proposed subsidiary would operate under Section 42 of the <i>Local Government Act 1999 (SA)</i> until such time as Council resolves for the subsidiary to be wound up.
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Ongoing costs for operation and delivery of programs by the proposed subsidiary would be funded through the annual Integrated Business Plan and Budget process.
Other Funding Sources	The proposed subsidiary would have the ability to generate secondary revenue above and beyond its funding requirements and would seek opportunities to partner with other agencies and the private sector.

## BACKGROUND

1. At its meeting on 24 July 2018, Council resolved:

*“Administration brings to a future workshop a report on opportunities to better support our Mainstreet Precinct Group, the report should include financial modelling, resourcing support, and any form of other support we can include.”*

### City of Adelaide Precinct Groups

2. The City of Adelaide's Precinct Group Support Program was established in 1994 to provide a place-based approach to economic development in the City.
3. Each of the current Precinct Groups operating in the City of Adelaide (CoA) is an Incorporated Association under the *Associations Incorporation Act 1985* (SA). They are all not-for-profit groups, legally separated from their members.
4. Each organisation is led by volunteer committee members representing businesses in their area, and in some cases, residents, with seven operating year-round and Chinatown Adelaide SA Inc operating annually and staging Chinese New Year celebrations.
5. Seven precinct organisations (excluding Chinatown Adelaide SA Inc) receive funding (\$25,000 per year) from the City of Adelaide via a non-competitive funding program along with \$8,000 for Christmas support. Additional funding is provided to Precincts through the competitive Mainstreet Advancement Grant process. There is a presumption that the Precinct Groups will raise sufficient additional funds to create initiatives to support the local community via other grant funding opportunities and membership.

### Drivers for a City-Wide Business Model

6. A number of external drivers have been identified as impacting the economic outcomes for city businesses:
  - 6.1. Static State population growth
  - 6.2. Increased retail competition from global companies
  - 6.3. Increased retail competition from online sources
  - 6.4. Changing legislative environment with deregulation of shopping hours
  - 6.5. Increased investment and competition from suburban shopping centres
  - 6.6. Natural disasters (eg bushfires) and climate change (eg increase in number of extreme heat days)
  - 6.7. The public health response to COVID-19 (eg social distancing and restrictions on interstate and international travel).
7. In May 2019, Amanda Grocock and Associates (AGA) was engaged by the City of Adelaide (CoA) to undertake an analysis and investigation of alternative governance and funding models for city mainstreets.
8. The *City-Wide Business Models Feasibility Study* (Link 1 view [here](#)) was completed in October 2019 and evaluated alternative governance and funding models that aim to accelerate economic growth in the City. The study included reviewing various models used by other states and countries, including but not limited to, WellingtonNZ, Brisbane Marketing Authority and Golden Triangle Business Improvement District (BID). The feasibility study reviewed the experiences of these models and other jurisdictions and considered the potential for their application in the City of Adelaide.
9. A Committee Workshop on the findings of the feasibility study was presented on 7 November 2019.

### Stakeholder Engagement

10. As part of the development of the feasibility study, consultation was undertaken with Precinct Group Chairs, Precinct Committee representatives and the Chief Executive Officers of allied attraction organisations (eg Adelaide Convention Bureau, Festivals Adelaide and Renew Adelaide) to seek their insights and perspectives on the current Precinct Group model and understand their aspirations for a potential City-Wide Business Model.
11. The consultation process identified a number of shortcomings with the city's existing Precinct Model. These include:
  - 11.1. The large number of precincts and their inconsistency in size results in a duplication of costs and resourcing, an inequitable funding model (eg larger precincts such as North Adelaide Precinct Association received comparatively less funding) and a dilution of potential impact.
  - 11.2. Inadequate funding and a reliance on volunteers are limiting the ability to deliver a unified approach that effectively leverages high spending visitors.

- 11.3. A lack of connection to a whole City vision and council initiatives.
12. Key aspirations for a new model identified by stakeholders include an opportunity to:
- 12.1. Deliver city-wide growth with long term city goals
  - 12.2. Increase communication, collaboration and consistency of initiatives, and engagement with businesses and building owners
  - 12.3. Consolidate precinct areas
  - 12.4. Create a central body to eliminate conflicts of interest and clearly demonstrate a return on investment for the City of Adelaide
  - 12.5. Heighten customer experiences through marketing and activation
  - 12.6. Improve flexibility in responding to a changing economic climate and increase economic outcomes for businesses.
13. CoA staff met with Precinct Groups on 27 November 2019 to discuss concerns (such as funding implications and the potential change of role for Precincts under a CWBM) arising from the feasibility study. A further briefing on the CWBM approach was presented to Precinct Groups as part of the Lord Mayor's Precinct Forum on 19 February 2020.
14. Additional meetings occurred with the Property Council of Australia SA and its Mainstreets and Retail Committee (7 November and 5 December 2019 respectively), Rundle Mall Management Authority Board (18 November 2019) to provide an update on the progress of the CWBM.
15. An online workshop, *City Wide Business Model – An opportunity to have your say* was held on 4 May 2020. The workshop was attended by 41 individuals representing the business community across a range of sectors, including Precinct Groups and members of the Adelaide Business Collective. Additional participants included Council Members, the Hon Rachel Sanderson MP Member for Adelaide, and CoA staff.
16. Discussions during the forum clearly indicated a desire for the City of Adelaide to progress quickly with implementation of a CWBM. Following the workshop, participants and those unable to attend were invited to participate in the survey *Perceptions of the City-wide Business Model* (Link 2 view [here](#)). The survey attracted fifty-two (52) respondents, including owners/managers of city-based businesses (69%) and landlord/property owners (19%).
17. Eighty percent (80%) of respondents indicated support for the CWBM. Qualitative responses indicated a preference for the CWBM to have local representation at board/committee level.
18. Participants were asked to rank the most important functions of a CWBM. The top four functions included destination marketing to increase customer traffic (97%), business growth initiatives (76%), provide a unified and independent business voice (62%) and investment attraction – attract new businesses to the city (54%).

## DISCUSSION

19. The City of Adelaide 2020-2024 Strategic Plan 'Strong Economies' outcome includes the key action – Implement a City-Wide Business Model.

### Purpose and Functions

20. The rationale for the introduction of a CWBM is to accelerate economic growth of the City of Adelaide through attracting investment and supporting businesses, residents, visitors, events and festivals and students, in collaboration with key State Government agencies and through implementation of a comprehensive, city wide marketing and growth strategy.
21. Creation of a focussed entity would provide opportunities to maximise efficiencies and improve City outcomes through:
- 21.1. Leveraging the city brand
  - 21.2. Consolidation of existing activities across multiple areas
  - 21.3. Reducing duplication in services and filling gaps in administration of the current Precinct Group model
  - 21.4. Pooling resources for a city-wide long-term approach to economic development
  - 21.5. Being more agile and able to respond to and actively engage with commercial opportunities and changes in economic climate in a timely manner
  - 21.6. Creating and more effectively leveraging a range of existing strategic partnerships and target new ones

- 21.7. Attracting additional funding through alternative revenue streams (eg State Government, commercial partners and sponsorships)
- 21.8. Increasing collaboration (rather than competition) between City Precincts and other jurisdictions.
- 22. The key functions covered by the proposed entity would include economic development, investment attraction, business and visitor growth, and city-wide marketing.

#### Governance Model – Preferred Option

- 23. With a key objective of providing a more efficient and effective model for whole of city (including North Adelaide) business initiatives, the following alternative governance models have been considered:
  - 23.1. Council to retain full administrative control of a new model, engaging with stakeholders as and when required.
  - 23.2. Section 41 Committee – established under the auspices of the *Local Government Act (SA)* (the Act) which determines how funds will be spent.
  - 23.3. Section 42 Subsidiary – a body corporate established by Council under the Act which provides a specific service or services.
  - 23.4. Incorporated Precinct Group – Council could participate in the formation of an incorporated association, pursuant to the *Associations Incorporation Act 1985*.
- 24. Both the Rundle Mall Management Authority (RMMA) and the Adelaide Central Market Authority (ACMA) are subsidiaries of the City of Adelaide pursuant to Section 42 of the Act.
- 25. A Section 42 subsidiary is the preferred option for the City of Adelaide as:
  - 25.1. It allows for Council to retain the ability to align the objectives of the subsidiary with its strategic objectives.
  - 25.2. Stakeholder engagement undertaken by the subsidiary is separate from any Council engagement processes;
  - 25.3. Professional skills can be engaged to support execution at both board and administrative levels.
- 26. The proposed subsidiary would be responsible for preparing a Strategic Plan and Annual Business Plans, consistent with Council's objectives. Both Plans would be required to be approved by Council. The proposed subsidiary would also be responsible to prepare and submit an Annual Report to Council.
- 27. Approval of the Minister responsible for the Act is required to create and establish a subsidiary and to wind up a subsidiary. A copy of the proposed charter for the subsidiary must accompany an application to the Minister to establish a subsidiary.

#### Subsidiary Charter

- 28. If Council approves progressing with the establishment of the proposed subsidiary under Section 42 of the Act, a draft Charter will be brought back to Council for its consideration and to seek approval for it to be submitted to the Minister in accordance with Section 1 (3) of Schedule 2 of the *Local Government Act 1999* (Ministerial approval and Gazettal).
- 29. The draft Charter will be required to address matters such as purpose, constitution of a board of management, the power, functions and duties of the proposed subsidiary, its scope of activities, as well as staffing, funding and reporting obligations.
- 30. The objects and purposes of ACMA outlined in its Charter are:
  - 30.1. To oversee the management and operation of the Market in accordance with the Charter, the Market Charter and the Council's Strategic Plan
  - 30.2. To be responsible for maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders; and
  - 30.3. To be responsible for the Market becoming internationally recognised as a vibrant, diverse and unique fresh produce market community that is commercially sustainable for traders and the Council.
- 31. In delivering on the objects and purposes, ACMA plays a key role in holding a Headlease for the Market and granting subleases, licences and other rights of occupation. The ACMA subsidiary model is quite different from the powers, functions and duties envisaged for the proposed subsidiary.
- 32. The objects and purposes of RMMA outlined in its Charter are:
  - 32.1. To position the Rundle Mall as the State's premier retail and commercial shopping precinct in order to sustain retail, business and economic viability;

- 32.2. To promote the Rundle Mall and to encourage its use by residents, visitors and the community in general; and
- 32.3. To ensure that the Authority operates within the terms of its Charter and the Council's Strategic Plan.
33. The key powers, functions and duties of RMMA in delivering on its purpose include the promotion and marketing of Rundle Mall, and expending funds raised by the separate rate declared on land within the Rundle Mall Precinct for this purpose.
34. The matters to be set out in a draft Charter for the proposed subsidiary are likely to overlap with the RMMA's Charter in terms of promotion, marketing and encouraging visitation. Consequently, there is benefit in considering whether the RMMA's Charter can be amended to incorporate the whole City, with an expanded area of responsibility including economic development, investment attraction, business and visitor growth and city-wide marketing.
35. In preparing the draft Charter, Administration will liaise with RMMA and the Office of Local Government to determine if this approach is feasible, or whether it would be preferable to create a new subsidiary under Section 42.
36. Matters for discussion with RMMA would include:
- 36.1. Alignment of Charters and opportunities to reduce duplication of effort and leverage existing resources; and
- 36.2. Mechanisms to ensure the separate rate would be expended solely for the benefit of Rundle Mall.

#### Board of Management

37. The Board of Management would be responsible for managing the business and other affairs of the proposed subsidiary and ensure it acts in accordance with its Charter. It is recommended that the Board consist of up to eight members, including the Chairperson and the Lord Mayor (or their delegate) as Council's representative.
38. It is recommended that Board membership be skills based, with members collectively having a range of knowledge, skills and experience across the following areas:
- 38.1. Economic development
- 38.2. Brand, marketing and public relations
- 38.3. Retail and commercial
- 38.4. Visitor economy
- 38.5. Property development
- 38.6. Business acumen
- 38.7. People leadership
- 38.8. Strategic management
- 38.9. Financial management.
39. The RMMA Charter provides for a maximum of six Board Members, with one member being a member of Council. The range of appropriate skills and experiences required for Board Membership are not set out in the Charter but are nominated by the CoA's Chief Executive Officer and the RMMA Chair following an expression of interest process.
40. Given the proposed subsidiary's strategic importance in delivering economic growth and marketing of the City and its broader purpose and function than that of the RMMA, it is likely that the existing Board Membership of the RMMA would need to change if it became the proposed subsidiary. It is anticipated that Board members of the proposed subsidiary would be appointed by Council following an expression of interest process.
41. There is value in formalising the interests of City Precincts by providing a mechanism under the Charter for the Precinct Groups to raise matters of strategic importance (eg funding, coordinated marketing, etc) with the Board on a regular basis, and to provide for a two-way flow of information between the proposed subsidiary and the Precincts.
42. The Precinct Groups are independent, not-for-profit incorporated associations, led by volunteer committee members that represent their area. If Council supports City Precincts being recognised in the Charter of the proposed subsidiary, Administration will engage with the Precinct Groups on potential options for this to occur. These options will be brought back to Council for consideration as part of a draft Charter.



## Funding

43. If Council agrees to progress with a Section 42 subsidiary as the proposed governance model, options for its funding will be brought back to Council for its consideration.

## Resourcing

44. A General Manager of the proposed subsidiary would be appointed by CoA's Chief Executive Officer with the responsibility to confirm the administrative functions and required resourcing of the subsidiary and to assist with the recruitment of the subsidiary's Board in accordance with its Charter.
45. Administrative staff supporting CoA's two existing Section 42 subsidiaries (RMMA and ACMA) are employees of CoA. It is anticipated that administrative support for the proposed subsidiary will be drawn from the existing human resources within CoA's functions, including economic development, marketing and RMMA (if relevant). Savings should be achieved through identification and rationalisation of duplicate services.

## Next Steps

46. Subject to Council's approval to proceed with a City-Wide Business Model in the form of a Section 42 subsidiary, Administration will undertake the following steps:
- 46.1. Review the RMMA Charter in collaboration with RMMA and the Office of Local Government to determine if it is feasible to expand its scope to deliver the desired outcomes of the proposed subsidiary.
- 46.2. Engage with Precinct Groups on potential options for recognition in the draft Charter.
- 46.3. Prepare a draft Charter for Council's consideration and to seek endorsement for it to be submitted to the Minister for Transport, Infrastructure and Local Government for gazettal.
- 46.4. Provide options to fund the proposed subsidiary for Council's consideration.
- 46.5. Table 1 below provides an Indicative Implementation Timeline for the proposed subsidiary, including engagement with Council Members and key decisions.

**Table 1: Indicative Implementation Timeline**

Date	Task / Decision
June 2020	<p><b>Committee and Council Report:</b></p> <ul style="list-style-type: none"> <li>Approve the implementation of a City-Wide Business Model through the use of a subsidiary under Section 42 of the <i>Local Government Act 1999</i>.</li> <li>Approve investigating the Rundle Mall Management Authority and discussions with the RMMA and the Office of Local Government on the potential to expand the RMMA Charter, Objects, Purpose, Functions and Duties to become the proposed subsidiary.</li> <li>Engage with Precinct Groups on potential options for recognition in a draft Charter.</li> </ul>
August 2020	<p><b>Council Report:</b></p> <ul style="list-style-type: none"> <li>Decision on whether the proposed subsidiary is a new subsidiary or whether the RMMA Charter is amended.</li> <li>Draft Charter for the proposed subsidiary is presented to Council for approval.</li> <li>Options to fund the proposed subsidiary are presented to Council for approval.</li> </ul> <p><b>Submission of Charter to Minister:</b></p> <ul style="list-style-type: none"> <li>Council approved Charter for the proposed subsidiary is submitted to the Minister for Transport, Infrastructure and Local Government for approval and gazettal.</li> </ul>
October 2020	<p><b>New Subsidiary created:</b></p> <ul style="list-style-type: none"> <li>Ministerial approval granted and Charter of the proposed subsidiary is gazetted.</li> </ul> <p><b>Recruitment of skills-based Board Members:</b></p> <ul style="list-style-type: none"> <li>Commence Expression of Interest for skills-based Board Members.</li> <li>Chief Executive Officer to appoint General Manager of the proposed subsidiary.</li> <li>Administrative resources for the proposed subsidiary allocated by Council's Chief Executive Officer.</li> </ul>
December 2020	<p><b>Council Report</b></p> <ul style="list-style-type: none"> <li>Seek Council's endorsement of appointment of Board Members following recommendation by Council's Chief Executive Officer.</li> </ul>
January 2021	<p><b>Formal commencement of the New Subsidiary</b></p>

## DATA & SUPPORTING INFORMATION

**Link 1** - City-Wide Business Models Feasibility Study

**Link 2** - Perceptions of the City-Wide Business Model

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Undergrounding Funding Application 252 South Terrace Development

**ITEM 10.3** 09/06/2020  
**Council**

**Program Contact:**  
Matthew Morrissey, AD  
Infrastructure 8203 7462

1999/00775-2  
Public

**Approving Officer:**  
Klinton Devenish, Director Place

## EXECUTIVE SUMMARY

Since 2007, the City of Adelaide (CoA) has supported the undergrounding of overhead electricity and telecommunications cables to align with the objectives outlined in Council's Undergrounding (Overhead Electricity and Telecommunication Cables) policy.

The policy objectives seek to enhance the distinctive character of the city by removing the detracting overhead power line elements and support environmental sustainability through reduced tree trimming and improved energy efficiency of the new lighting provided as part of the undergrounding.

The policy also aims to support the status, image and confidence of Adelaide as a progressive and attractive city with strong visitor appeal and the creation of a safe city environment.

The policy includes consideration of applications for funding under the developer, business or residential scheme where there are community benefits for CoA.

Under this policy, any CoA resident, business or property owner can apply for works undertaken under this scheme.

On 20 August 2018 a funding application was lodged by Mr. Michael Henningsen with the CoA to seek 50% CoA funding for the undergrounding of SA Power Networks (SAPN) power and reinstatement of public lighting at his development at 252 South Terrace, Adelaide.

This report recommends Council supports the application for up to 50% CoA contribution funding for works completed in 2020.

## RECOMMENDATION

### That Council:

1. Notes the Residential/Business Undergrounding Funding Scheme is available for qualifying applications.
2. Notes the application received by the owner of 252 South Terrace, Adelaide (which satisfactorily meets the criteria of the Residential/Business Undergrounding Funding Scheme) and approves 50% funding, equivalent to \$22,375 of the agreed works package subject to funding through savings identified in 2019/20 Q4.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	<b>Strategic Alignment – Green</b> Strat Goal – 2.2.03, From 2016, Council will commit ongoing funding for powerline undergrounding (PLEC) to assist with greening initiatives.
Policy	There will be no implications requiring policy change. The Undergrounding (Overhead Electricity and Telecommunication Cables) was approved by Council on 24 September 2007.
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)	Up to \$22,375 (50% of total cost) through project savings identified in 19/20 Q4.
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 CoA Undergrounding (Overhead Electricity and Telecommunications Cables) policy (the policy) has been in place for a number of years. The policy includes consideration of applications for funding for works from developers, businesses or residents under the Underground Funding Scheme (the Scheme) where there are community benefits.
2. The actual amount contributed is at the absolute discretion of CoA, to be determined by a case by case basis and may attract up to 50% of the actual costs of the works. The link to this information on CoA's website can be found at <https://www.cityofadelaide.com.au/about-council/grants-sponsorship-incentives/undergrounding-funding-scheme/>.
3. It should be noted that overhead electricity and telecommunications cables (and associated infrastructure) are assets owned by other organisations (such as SA Power Networks or Telstra). The CoA is usually responsible for the associated lighting assets. The contribution to undergrounding is therefore a discretionary function of CoA.
4. An application form for 252 South Terrace, Adelaide was received on 20 August 2018 from the applicant (Link 1 view [here](#)) and a summary of actual costs received (Link 2 view [here](#)) for consideration by CoA for funding. Their works involve the undergrounding and removal of SA Power Networks stobie columns, overhead cabling and the installation of a new street lighting column.
5. While the application was received two years ago, the Scheme is a detailed process with many steps to work through with the applicant. Initially the applicant contacted CoA during the preliminary phase of their project and then undertook construction works. Final updates of their project costings were different from the original submission costings and were provided to CoA in May 2020.
6. The CoA Scheme only covers the component associated with the undergrounding of street lighting/removals of poles/private consumer mains. Any switchboards/transformers or extra conduits going into the property are not covered under the CoA funding scheme.
7. The application meets the following assessment criteria:
  - 7.1. The proposed undergrounding is identified in the CoA Undergrounding Implementation Program (noting this is a 30 year plan).
  - 7.2. Under the Residential/Business Undergrounding Scheme, the proposal provides opportunity to improve the presentation of the development and may increase property values.
8. It is considered that this application satisfactorily meets the specified criteria within the CoA Undergrounding Policy and Operating Guidelines and given benefit derived from the work. The CoA administration recommends approval of the funding of 50% of the works.
9. If Council agrees to fund the costs of undergrounding at 50% of the project value this would result in a contribution of \$22,375.
10. These costs are considered reasonable for the works that have been performed.
11. CoA currently has no specific budget allocated for the Residential/Business Undergrounding Schemes for 2019-2020 or 2020-2021, therefore this amount would need to be funded through savings identified in 19/20 Q4. Should savings not be achieved, this amount will need to be budgeted into FY20/21.
12. City of Adelaide administration will undertake a review of the Undergrounding strategy, including financial budget allocations to manage the funding of future applications under the Residential/Business Undergrounding Schemes as part of the future category asset management plan (AMP).

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## DATA & SUPPORTING INFORMATION

**Link 1** – Dr Henningsen application for undergrounding funding – 252 South Terrace, Adelaide

**Link 2** – SA Power Networks estimate of costs – Undergrounding – 252 South Terrace, Adelaide

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# ATTACHMENTS

Nil

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- END OF REPORT

# Significant Tree Removal - Lefevre Park/Nantu Wama (Park 6)

**ITEM 10.4** 09/06/2020  
**Council**

2013/03260  
Public

**Program Contact:**  
Matthew Morrissey, AD  
Infrastructure 8203 7462

**Approving Officer:**  
Klinton Devenish, Director Place

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## EXECUTIVE SUMMARY

Council approval is required for the removal of any significant tree prior to a development approval being granted. The tree which is the subject of this report has undergone an arborist tree assessment. The tree is a Eucalyptus cladocalyx (Sugar Gum) and requires Council consideration and approval.

As a result of routine inspection schedules, it has been determined that the tree cannot be maintained and is required to be replaced in alignment with principles contained within the Tree Management Framework.

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## RECOMMENDATION

That Council:

1. Approves in its capacity as having care and control of the land, the removal of one Eucalyptus cladocalyx (Sugar Gum) located in Lefevre Park/Nantu Wama (Park 6).
  2. Notes that a replacement tree(s) will be installed as soon as possible following the completion of the removal processes.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	<b>Strategic Alignment – Green</b> maintenance and succession planting of compromised tree assets broadly aligns with Green objective 2.2 to increase the green space and greenery in the built-up areas of the City.
Policy	The removal and replacement align with Council's Tree Management Framework
Consultation	All development applications submitted by the Administration to undertake structural pruning or the removal of regulated or significant trees in the Park Lands are subject to category 1 public notification (meaning no public notification is undertaken).
Resource	Removal and replacement costs are managed within Public Realm operating budgets
Risk / Legal / Legislative	Not as a result of this report
Opportunities	A replacement tree(s) will be installed as soon as possible following the subject tree's removal
19/20 Budget Allocation	Not as a result of this report. Costs will be managed within Public Realm budgets
Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Replacement tree planting will have a minimum useful life expectancy of 80 years.
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Costs will be covered within current operational budgets
Other Funding Sources	Not as a result of this report



## DISCUSSION

1. All development applications submitted by the Administration to undertake structural pruning or the removal of regulated or significant trees in the Park Lands are subject to category 1 development process (meaning no public notification is undertaken).
2. Council approval is required, in its role as having care and control of the land, for the removal of any regulated or significant tree before a development application may be approved.
3. The tree referred to in this report is classified as significant under the *Development (Regulated trees) Amendment Act 1999*.
4. The tree location is adjacent to heavily used school sport facilities including tennis courts and sport ovals (Link 1 view [here](#)).
5. The poor tree condition was identified during a scheduled routine tree inspection. This process focusses on areas in the Park Lands that are heavily used by the public due to the high risks associated with possible tree failure.
6. Once this risk was identified a thorough arborist inspection was undertaken by qualified staff which determined the only management option in this circumstance was to remove the tree.

### Tree Characteristics

*Eucalyptus cladocalyx* (Sugar Gum)

7. The trunk circumference measured at 1 metre above natural ground level is 3.30 metres.
8. There is evidence to indicate this tree is an important habitat for native fauna while there is no evidence to indicate the tree is part of a wildlife corridor.
9. The tree is estimated to be approximately 90 years old.

### Tree Condition

10. The tree is in the later years of its lifespan which is shown through its low level of vitality suggesting it has up to 5 years only of useful safe life expectancy (Link 2 view [here](#)).
11. The tree structure is poor with that structure showing numerous defects. There is extensive dead wood within its canopy with evidence of past limb failures.
12. There is evidence of root decay which could result in tree failure.
13. The tree also shows activity of borers, termites and fungus which cannot be treated effectively.
14. The tree trunk has only 18% live wood remaining from its total circumference.

### Tree Succession Planning

15. Once removed the options to replace this tree will be assessed and if practical will be replaced with more than one new planting.

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## DATA & SUPPORTING INFORMATION

**Link 1** – Location of tree

**Link 2** – Photo of tree condition

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## ATTACHMENTS

Nil

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- END OF REPORT -

# 2020/21 Grant Recommendations – Recreation and Sport, Arts and Cultural, Community Development

**ITEM 10.5** 09/06/2020  
**Council**

**Program Contact:**  
Christie Anthoney, AD  
Community & Culture 8203 7444

2019/00560  
Public

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval for the 2020/21 grant allocations over \$10,000 for the Community and Culture Grants programs. Recommendations under \$10,000 are made by the CEO under delegated authority and the 2019/20 applications are included in this report for noting. This report also presents some minor changes to the Recreation & Sport and Community Development guidelines in response to COVID 19 for consideration.

## RECOMMENDATION

### That Council:

1. Approves the following 2020/21 grant recommendations over \$10,000, Attachment A to Item 10.5 on the Agenda for the meeting of the Council held on 9 June 2020, pending approval of Council's 2020/21 Integrated Business Plan and Budget, for:
  - 1.1. Recreation & Sport
    - 1.1.1. Adelaide Bowling Club - \$18,630 over one year
    - 1.1.2. Adelaide Lutheran Sports & Recreation Association - \$70,000 over one year
    - 1.1.3. Touch Football Australia - \$17,125 over one year
  - 1.2. Arts & Culture
    - 1.2.1. Chinese Music and Arts Inc - \$19,980 over three years
    - 1.2.2. Restless Dance Theatre - \$16,000 over two years
    - 1.2.3. The Mill Inc - \$19,980 over three years
  - 1.3. Community Development
    - 1.3.1. Aboriginal Sobriety Group - \$150,000 over three years
    - 1.3.2. Access 2 Arts - \$75,000 over three years
    - 1.3.3. Adelaide Mosque - \$120,000 over three years
    - 1.3.4. Australian Indonesian Association - \$60,000 over three years
    - 1.3.5. Brian Burdekin Clinic - \$40,000 for one year
    - 1.3.6. Catherine House - \$141,900 over three years
    - 1.3.7. Hutt St Centre - \$150,000 over three years
    - 1.3.8. Chinatown Adelaide of SA Inc. - \$90,000 over three years
    - 1.3.9. Glendi Greek Festival - \$60,000 over three years

1.3.10. Multicultural Communities Council SA - \$60,000 over three years

1.3.11. Uniting Communities - \$60,000 over three years

2. Approves the proposed changes to Community & Culture Grant Programs' Guidelines in 2020/21 in response to COVID-19 as per Attachment B to Item 10.5 on the Agenda for the meeting of the Council held on 9 June 2020, pending approval of Council's 2020/21 Integrated Business Plan and Budget.
  3. Notes the 2019/20 grant allocations under \$10,000 as approved under CEO delegation Attachment C to Item 10.5 on the Agenda for the meeting of the Council held on 9 June 2020.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	This Report supports Council's vision of Adelaide as the most liveable city in the world and delivers the four community outcomes within the Strategic Plan: Thriving Communities, Strong Economies, Dynamic City Culture and Environmental Leadership.
Policy	The recommendations contained within this Report align with the following Council Operating Guidelines: 1. Recreation and Sport Grants Program Operating Guidelines. (Link 1 view <a href="#">here</a> ) 2. Arts and Cultural Grants Program Operating Guidelines (Link 2 view <a href="#">here</a> ) 3. Community Development Grants Program Operating Guidelines (Link 3 view <a href="#">here</a> )
Consultation	Not as a result of this report
Resource	Delivered through the existing capacity of the Community & Culture program.
Risk / Legal / Legislative	Grant recipients are required to provide a Risk Management Plan, Public Liability Insurance, and satisfactorily acquit their project each financial year or at project completion.
Opportunities	The Recreation & Sport, Arts & Culture and Community Development Grants Program extends the community value achieved by Council by enabling community organisations to deliver City of Adelaide's strategic priorities according to individual and community needs and opportunities.
19/20 Budget Allocation	Recreation and Sport Grants Program \$178,000 Arts and Cultural Grants Program \$252,000 Community Development Grants Program \$487,000
Proposed 20/21 Budget Allocation	Recreation and Sport Grants Program \$180,000 Arts and Cultural Grants Program \$252,000 Community Development Grants Program \$553,000 (\$497,000 plus \$55,000 from the Economic Development and Innovation's Sponsorship Program)
Life of Project, Service, Initiative or (Expectancy of) Asset	Most projects will be completed by the end of June 2021, however there are recommendations for multiple year funding agreements that will run beyond this date and will be subject to Council budget approval and satisfactory progress reporting by recipients.
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (e.g maintenance cost)	Not as a result of this report
Other Funding Sources	Multiple funders and in-kind support for some of the grants reflects a collaborative approach to achieve successful outcomes.

## DISCUSSION

1. The Community Development, Arts and Cultural and Recreation and Sport Grants Programs consist of the following categories:

Grant Program	Grant Category	Rounds per year	Maximum amount per application	Length of funding agreement	Approval
Recreation and Sport	1 – Community Facilities	1	\$70,000	1 year	Council (over \$10,000) CEO (under \$10,000)
	2 – Programs	2	\$20,000	1-3 years	
	3 – Events	2	\$10,000	1-3 years	
	4 – Quick Response	Open year round	\$2,000	1 year	Associate Director
Arts and Cultural	1 – Artistic Development	1	\$20,000	1-3 years	Council (over \$10,000) CEO (under \$10,000)
	2 – Public Art	Up to 2	\$8,000	1 year	CEO
	3 – Community Programs and Events	Up to 2	\$8,000	1 year	CEO
	4 – Quick Response	Open year round	\$2,000	1 year	Associate Director
	5 – Live Music Enterprise	1	\$5,000	1 year	CEO
	6 – Cultural Promotion	Open year round	\$2,000	1 year	Associate Director
Community Development	1 – Major	1	\$50,000	3 years	Council
	2 – Minor	4	\$10,000	1 year	CEO
	3 – Quick Response	Open year round	\$2,000	1 year	Associate Director

2. Due to COVID-19, the Community and Culture Grant programs opened during February through to April 2020, the closing date was extended by two weeks to allow additional time for applicants during the crisis, which was well-received. The number of applications received to date for 2020/21 and the total amount requested from applicants is as follows:

### Recreation & Sport

- 2.1. Four applications were received for the Recreation and Sport Grants Program 'Community Facilities - Category 1' with requests totalling \$150,607. One applicant, the Tennis Seniors Association of SA Inc. was unsuccessful.

- 2.2. One multi-year application to the Recreation and Sport Grants Program 'Programs - Category 2' totalling \$4,000 is already committed from previous years.

### Arts & Culture

- 2.3. Twenty-nine applications were received for the Arts and Cultural Grants Program Categories 1, 2,3 and 5 totalling \$273,262.50.
- 2.4. Six applications over \$10,000 (Council approval) were received under Category 1 totalling \$116,873.60. Three of these applications, Helpmann Academy, Song Contest and Talking Adelaide by Mona Khizam, were unsuccessful.
- 2.5. Thirteen further applications, totalling \$94,080 will be considered by the CEO for approval under delegation for grants valued under \$10,000 each.
- 2.6. A multi-year application successful in 2019/2020 to the Arts and Cultural Grants Program Category 1 totalling \$13,350 (over three years) is already committed. The annual funding for this project is \$4,450 with 2020-2021 being the second year of the project.

### Community Development

- 2.7. As part of the Council decision on 3 December 2019, the Administration transferred the smaller multicultural events from the Economic Development and Innovation's Sponsorship Program to the Community and Culture Grants Program including \$55,000 of funding to offset these event costs in 2020/21.
- 2.8. Eighteen applications were received in February 2020 for the Community Development Major Grants Expression of Interest (EOI) process. These applicants requested a total of \$2,172,800 funding over three years.
- 2.9. Twelve applicants were invited to apply for high quality proposals that will deliver the grant program objectives and priorities.
- 2.10. Six applicants were unsuccessful at the EOI stage. These included JusticeNet SA, Youth Change Agents, Kik Innovation, COTA SA, Multicultural Communities Council and Carclew.
- 2.11. Shelter SA withdrew its application after the EOI stage.
3. Descriptions of grant applications over \$10,000 recommended for Council approval and the assessment criteria that they have been assessed against by Administration can be found in **Attachment A**.
4. Several categories across all three grant programs remain open for the remainder of the financial year. A summary of the grant applications under \$10,000 in 2019/20 approved by the CEO under delegation up to May 2020 is included in **Attachment C**.
5. In 2019, funding for Major Grants in the Community Development Grant Program was given for one year due to the upcoming reform of homelessness services by The State Government. This reform process has now commenced, and it is anticipated that new services will roll over to the next year. As the outcome of this process cannot be predicted, funding from the Community Development Grants program has been allocated based on Council's policy, including giving three years where there is demonstrated value.
6. The Community Development Grants Program will be reviewed in the context of the recommendations of Dame Louise Casey's February 2019 report on *Ending street homelessness in the inner city*, including consideration of how grant funding can better align with the objectives of the Adelaide Zero Project, and an independent assessment of grant recommendations..

### Responding to COVID-19 Changing Landscape for 2020/21

7. The cultural, community, sports and events sectors are going through an unprecedented crisis as a result of the COVID-19 outbreak. Many artists, organisations, venues and communities are being impacted in the short term and are expecting some longer-term effects. Organisations across the country are exploring options to continue to support communities through these difficult times.
8. The Community and Culture Grants programs already have some ability to respond quickly to funding requests from the various sectors and are flexible in the way projects can be delivered. However, through recent feedback **Attachment B**, Administration recommends some short-term changes to how we deliver the various grants in 2020/21 to ensure that Council can act promptly to support some of the sectors that are most impacted by this global pandemic.
9. These proposed changes include:

### Recreation & Sport

- 9.1 Pause the Programs and Events Categories and increase the Quick Response amount from \$2,000 to \$5,000 for eligible funding requests in 2020/21 until funds are expended.

- 9.2 Allow for expenses related to maintaining facilities where applicants can demonstrate that costs to maintain facilities has continued to be required despite no or reduced income as a result of the COVID-19 pandemic. For example, where a bowling club is still maintaining greens to a playing standard but are not able to host any members or events, losing their usual income.

### Community Development

- 9.3 The Guidelines allow for the assessment of the 2020/21 Community Development Minor Grants as applications are received rather than in the four rounds and until funds are expended.
10. A financial breakdown of the grant recommendations is presented here for Council approval and allocated under delegation, along with any amounts remaining for future 2020/21 funding rounds is provided below.

Grant Program	Grant Category	2020/21 Financial Year			
		Budget allocation	Council approval (this report)	Multi- year funding (previously endorsed)	Amount remaining for allocation under delegation and future rounds
Recreation and Sport	1 – Community Facilities	\$180,000	\$105,755	\$0	n/a
	2 – Programs			\$4,000	\$70,245
	3 – Events				
	4 – Quick Response				
Arts and Culture	1 – Artistic Development	\$252,000	\$21,320	\$4,450	n/a
	2 – Public Art				\$226,230
	3 – Community Programs and Events				
	4 – Quick Response				
	5 – Live Music				
	6 – Cultural Promotion				
Community Development	1 – Major	\$553,000	\$362,300	\$114,240	\$76,460
	2 – Minor				

Grant Program	Grant Category	2020/21 Financial Year			
		Budget allocation	Council approval (this report)	Multi- year funding (previously endorsed)	Amount remaining for allocation under delegation and future rounds
	3 – Quick Response				

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## DATA & SUPPORTING INFORMATION

**Link 1** - Recreation and Sport Grants Program Operating Guidelines

**Link 2** - Arts and Cultural Grants Program Operating Guidelines

**Link 3** - Community Development Grants Program Operating Guidelines

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## ATTACHMENTS

**Attachment A** – 2020/21 grant recommendations over \$10k for Council approval

**Attachment B** – Community and Culture Grants Discussion Paper in relation to COVID-19

**Attachment C** – 2019/20 grant recommendations under \$10k approved under CEO delegation, for noting

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- END OF REPORT -



## ATTACHMENT A - 2020/21 grant recommendations over \$10k for Council endorsement

### RECREATION AND SPORT GRANTS PROGRAM

The purpose of the Recreation and Sport Grants Program is to provide financial support to eligible clubs, groups, educational institutions and organisations to ensure the outcomes of Council's Strategic Plan are realised. The Recreation and Sport Grants Program embraces all four 'Community Outcomes' of Council's strategic plan: 'Thriving Communities, Strong Economies' 'a Dynamic City Culture and Environmental Leadership.

#### CATEGORY 1 – COMMUNITY FACILITIES

The purpose of the Community Facilities Funding Category 1 is to provide financial support for upgrades and improvements of recreation and sport infrastructure to partners in the community who are working toward outcomes that are consistent with Council's strategic directions. (e.g sports lighting, irrigation, sports surfaces, etc. excluding buildings.)

#### LIMIT OF FUNDING

Maximum of \$70,000 per application

#### FUNDING OPPORTUNITIES

One round per year, funding permitting

#### PROGRAM PRIORITIES

- Improving community access, inclusion and participation
- Enhancements in multi-use and/or increasing carrying capacity
- Demonstrating environmentally sustainable practises
- Delivered by organisations that are based in the City.

#### ASSESSMENT CRITERIA

No.	Consideration	Weighting %
Community Benefit	The application identifies a clear benefit for the community and will lead to an increase in participation in community level sport and recreation	10%
	The application demonstrates evidence and/or clear reason for why the project has been developed	15%
	The application identifies a clear target group that will benefit from the project	5%
Strategic	The application identifies a clear outcome/s, which is aligned to the strategic priorities of Council and contributes to making the City of Adelaide a creative, smart, liveable and green City	25%
	The application demonstrates consideration of: <ul style="list-style-type: none"> <li>• environmental sustainability (see the "Green" theme in City of Adelaide Strategic Plan 2016-2020)</li> </ul>	5%

**ATTACHMENT A - 2020/21 grant recommendations over \$10k for Council endorsement**

	<ul style="list-style-type: none"> <li>inclusivity of all members of our community and accessibility for all</li> </ul>	
Quality Infrastructure	<p>The application demonstrates consideration of:</p> <ul style="list-style-type: none"> <li>creating a multi-use hub facility</li> <li>increasing community access</li> <li>increasing a facility's carrying capacity</li> </ul>	20%
Financial Risk	The application outlines a plan for delivery – including consideration of risk, integration with other partners and innovation	10%
	The project proposed represents good value for money and Council will receive a good return on investment for Council	5%
	The application outlines a clear level of investment from the applicant	5%
<b>Total</b>		<b>100%</b>

## ATTACHMENT A - 2020/21 grant recommendations over \$10k for Council endorsement

### RECREATION AND SPORTS GRANTS PROGRAM – DETAILS OF RECOMMENDATIONS FOR FUNDING (OVER \$10K) – CATEGORY 1: COMMUNITY FACILITIES

Organisation	Description	Previous Funding	Request	Other Funds - In kind	Other Funds - Cash	Total Project Cost	Rating Criteria Out of 10	Recommendation
<b>Adelaide Bowling Club</b>	<p>This project incorporates a number of small projects that the Adelaide Bowling Club has requested support to complete including;</p> <ul style="list-style-type: none"> <li>• replacing the irrigation system for greens A, B &amp; C</li> <li>• the installation of a root barrier to protect greens B &amp; C from invasive trees and save water</li> <li>• Installation of a fixed umbrella for spectators</li> <li>• Connect services and pave a BBQ area</li> </ul> <p>Install Solar battery</p>	\$380,000 in non-grants related funding in 2018/19	\$43,482	n/a	\$43,482	\$86,964	6.13	<p>Part funding of \$18,630 is recommended to support the replacement of the irrigation system for all three greens and installation of the root barrier around two greens.</p> <p>This project provides a clear benefit to the community. Adelaide Bowling Club has over 290 members that regularly use the facilities, but also hosts a number of corporate functions, come n try and other activation opportunities throughout the year. They have recently hosted the World Champion of Champions event in the City and continue to maintain the greens to a high standard. This funding will allow them to improve their greens further and increase playing capacity. The Club aims to increase its participation numbers by 38% by 2023 with a particular focus on female and youth participation (with a program for international students). This project will support the achievement of this target. The Club has carried out many improvements over the last 12 months with \$380,000 in funding support from Council. These works were primarily building focused.</p> <p>This project aligns with several outcomes of the City of Adelaide's Strategic Plan 2020-2024 and Active City Strategy 2013-2023 by helping to achieve the following outcomes:</p> <ul style="list-style-type: none"> <li>- Healthy and resilient communities</li> <li>- Increase community use of and access to the Adelaide Park Lands</li> </ul> <p>Funding is subject to Adelaide Bowling Club:</p> <ul style="list-style-type: none"> <li>• Contributing at least 50% of the project costs associated with irrigation replacement and installation of a root barrier.</li> <li>• Delivering the project – Irrigation replacement across three greens and</li> </ul>

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								<p>installation of a root barrier across two greens by 30 June 2021.</p> <ul style="list-style-type: none"> <li>Agreeing and adhering to the grant schedule and key performance indicators set by the City of Adelaide</li> </ul> <p>Obtaining relevant City Works permits.</p>
<p><b>Adelaide Lutheran Sport and Recreation Association</b></p>	<p>This project aims to assist Adelaide Lutheran Sport and Recreation Association install sports lighting on the northern sports fields in Park 21W, as per the endorsed Concept Plan for this park. These fields are currently unlit.</p> <p>The Association estimates that around 34,000 users participate in formal sporting activity in Park 21W annually. With a significant increase in the area and quality of lighting proposed, the Association is aiming to support a large increase in participation driven by demand for training facilities for junior and women's AFL along with training and competition facilities for the South Australian Flying Disc community.</p>	<p>\$2,000 2017/18</p>	<p>\$70,000</p>	<p>\$13,000</p>	<p>\$448,870</p>	<p>\$532,070</p>	<p>7.33</p>	<p>Full funding of \$70,000 is recommended for this project.</p> <p>This project identifies a clear benefit for the community, creating additional capacity that will allow the Adelaide Lutheran Sport and Recreation Association's (ALSARA) members and partner organisations such as SA Flying Disc, Concordia College, SANFL, Sturt FC and Bute FC to use the facilities at night, increasing the carrying capacity and meeting growing demands for training facilities, particularly for women and juniors. It will allow the facilities to be used for 12 months of the year, increasing participation. The lighting of these sports fields has been approved as part of the endorsement of the Concept Plan for Park 21W. Development Approval is still required.</p> <p>This project aligns with several outcomes of the City of Adelaide's Strategic Plan 2020-2024 and Active City Strategy 2013-2023 by helping to achieve the following outcomes:</p> <ul style="list-style-type: none"> <li>- Healthy and resilient communities</li> <li>- Increase community use of and access to the Adelaide Park Lands</li> </ul> <p>Funding is subject to ALSARA:</p> <ul style="list-style-type: none"> <li>Contributing at least 50% of the project costs.</li> <li>Delivering the project – Lighting of the North East Ovals in Park 21W by 30 June 2021.</li> <li>Incorporating environmentally sustainable measures such as LED fittings.</li> <li>Agreeing and adhering to the grant schedule and key performance indicators set by the City of Adelaide.</li> <li>Obtaining Development Approval and relevant City Works permits.</li> </ul>

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<p><b>Touch Football Australia</b></p>	<p>This project aims to install a new water connection with the Glenelg Adelaide Pipeline (GAP) allowing for better irrigation of the Touch Football playing fields in Park 17.</p> <p>Park 17 is the home of Touch Football in South Australia. There are over 1,800 Touch Football members that actively use Park 17 along with a range of participants that utilise the facilities via school-based competitions.</p>	<p>\$5,000 2019/20</p>	<p>\$17,125</p>	<p>n/a</p>	<p>\$17,125</p>	<p>\$34,250</p>	<p>6.25</p>	<p>Full funding of \$17,125 is recommended for this project.</p> <p>This project creates a clear benefit for the community and environment. Connection to the GAP allows Touch Football Australia to increase irrigation capacity leading to better carrying capacity, increased programming and improved player safety through the use of recycled water.</p> <p>This project aligns with several outcomes of the City of Adelaide's Strategic Plan 2020-2024 and Active City Strategy 2013-2023 by helping to achieve the following outcomes:</p> <ul style="list-style-type: none"> <li>- Healthy and resilient communities</li> <li>- Increase community use of and access to the Adelaide Park Lands</li> </ul> <p>Funding is subject to Touch Football Australia:</p> <ul style="list-style-type: none"> <li>• Finalising their lease with CoA for Park 17.</li> <li>• Contributing at least 50% of the project costs.</li> <li>• Delivering the project – GAP Meter Installation in Park 17 by 30 June 2021.</li> <li>• Agreeing and adhering to the grant schedule and key performance indicators set by the City of Adelaide</li> <li>• Obtaining relevant City Works permits.</li> </ul>
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### ARTS AND CULTURAL GRANTS PROGRAM

The Arts and Cultural Grants Program provides funding to eligible groups, organisations and individuals to deliver creative arts and cultural projects that contribute to a welcoming and dynamic City full of rich and diverse experiences and deliver on City of Adelaide's Strategic priorities and objectives.

#### CATEGORY 1 – ARTISTIC DEVELOPMENT

Funding will be provided for projects that offer skill development opportunities for emerging and/or established artists, musicians and creative practitioners of any modality in the City that also delivers a City based public outcome.

#### LIMIT OF FUNDING

Maximum of \$20,000 per application allocated over three years – no more than \$8,000 per year. Funding agreements from 1-3 years.

#### FUNDING OPPORTUNITIES

One round per year, funding permitting.

#### ASSESSMENT CRITERIA

No.	Consideration	Weighting %
1	The degree to which the proposal is fully developed <ul style="list-style-type: none"> <li>includes project description, cost, attendance, timeline, consultation, marketing, risk assessment, income and expenditure budget and funding history</li> </ul>	20%
2	The degree to which the proposal aligns with the City of Adelaide Cultural Strategy 2017-23 <ul style="list-style-type: none"> <li>includes City of Adelaide's shared cultural aspirations as identified in the Cultural Strategy 2017-2023: Cultural Identity, Cultural Economy, Cultural Connection, Cultural Incubation and Cultural Experiences as well as a Category specific response</li> </ul>	50%
3	The degree to which the proposal demonstrates cultural and creative value <ul style="list-style-type: none"> <li>includes experience, collaborations, new work / innovation and support material</li> </ul>	30%
<b>Total</b>		<b>100%</b>

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### ARTS AND CULTURAL GRANTS PROGRAM - DETAILS OF RECOMMENDATIONS FOR FUNDING (OVER \$10k) – CATEGORY 1: ARTISTIC DEVELOPMENT

Organisation	Description	Previous Funding	Request	Other Funds – In kind	Other Funds - Cash	Total Project Cost	Rating Criteria Out of 100	Recommendation
<b>Chinese Music &amp; Arts Inc</b>	<p><b>Multicultural Storytime</b></p> <p>This grant is to design and deliver a unique performance for children under 12yo and their families during Harmony week 2021/22/23. This will be a three-year ongoing project with skill development and workshops to be staged across multiple years and annual performances during Harmony Week. Each year there will be an opening of EOI to all local artists, and selected artists will be part of program in the artistic design and delivery. The grant will allow Chinese Music and Arts to collaborate, create and deliver a new program each year, highlighting certain cultures each year.</p>	YES \$8,000 2019/20	\$20,000	\$21,431	Not Supplied	\$41,431	79.60	<p>\$19,980 for 3 years</p> <p>This project outlined a strong approach to developing new audiences for classic/jazz music, cultural inclusion and artistic development opportunities for artists and the community. The open and accessible mentorship/professional development and delivery approach outlined through an EOI offers unique opportunities to the cultural/artistic community while providing peer support and collaborative outcomes. By operating in the City Library, this project supports the engagement of the broader community and audiences increasing appreciation for the arts and multiculturalism within the City of Adelaide. The applicant has demonstrated experience and skillsets to successfully undertake this project as demonstrated in support material.</p> <p>The application strongly aligns with the City of Adelaide Cultural Strategy, particularly:</p> <ul style="list-style-type: none"> <li>- Cultural Identity; by representing a broad cross section of artists, practices and storytelling.</li> <li>- Cultural Connections; by engaging/encouraging new connections between artists/community.</li> <li>- Cultural Experiences; by the professional breadth and skills of the project team.</li> </ul>
<b>Restless Dance Theatre</b>	<p><b>Guttered</b></p> <p>Restless Dance Theatre has been developing relationships both locally and internationally over the last several years. The company has looked at their upcoming program and will focus in the immediate future on local content with the aim to develop a public performance piece, <i>Guttered</i>, which will continue to engage South Australian audiences with immersive dance theatre whilst breaking down our</p>	N/A	\$20,000	\$48,314	Not confirmed	\$165,916	83.15	<p>Partial funding: \$16,000 for two years (\$8,000 per year).</p> <p>Presentation date for this project is March 2022, project only requires 2 years of funding. A maximum of \$8,000 per year can be considered as per grants program guidelines.</p> <p>This is a strong application that presents a new unique undertaking by a company that has a demonstrated history of creating innovative and engaging work with</p>

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	<p>societal prejudices toward people with disability. This work will keep dancers training at a professional level whilst offering them long term employment.</p> <p><i>Guttered</i> is a new work by Michelle Ryan and 7 of the Restless dancers which explores the notion of being a winner or a loser within the context of ten pin bowling in an actual bowling alley. With many duets, ranging from exuberant free-for-alls to tender and at times almost unbearably beautiful, the work will allow the audience to uncover the very personal stories of the performers with disability.</p>							<p>accessibility at its focus. The project while ambitious, appears to have multiple key partners and supporters such as Arts South Australia, Adelaide Festival, and expert collaborators such as Jason Sweeney, Larissa McGowan and Michelle Ryan who are well regarded in their respective fields.</p> <p>The project has strong alignments with the CoA's cultural strategy and aspirations particularly:</p> <ul style="list-style-type: none"> <li>-Cultural Identity- as the company is one of the nation's leaders for arts accessibility</li> <li>-Connected Cultural Community through its strategic partnerships for <i>Guttered</i></li> <li>-Cultural Connection; by introducing new audiences, artists and connections beyond 'traditional' theatre.</li> <li>-Cultural Incubator, by providing opportunities for new work within disability arts and working with peers.</li> </ul> <p>This project will provide an immersive experience to the broader community within new environments and contexts for a uniquely 'Adelaide' experience within an activated CBD Bowling Alley.</p>
<b>The Mill Inc</b>	<p><b>The Mill's Collaboration and Mentorship Residency (CaM-Res) Program</b></p> <p>A new program presented by The Mill Adelaide as part of its Visual Arts programming. CaM-Res facilitates artist and curator development through a studio residency, ongoing mentorship, and close collaboration, resulting in an exhibition outcome of new work. Residency/collaborations and workshops to occur across multiple years with exhibitions annually in October. CaM-Res has been developed in response to the needs of the Adelaide arts community. It answers the urgent need for a platform devoted to emerging and mid-career artists and curators where they can access centrally located studio space, mentorship and opportunities to collaborate and exhibit.</p> <p>CaM-Res has been devised with consideration given to audiences as well as artists, ensuring stakeholders from all backgrounds can engage with, enjoy, and benefit from the project.</p>	<p>\$30,000 2018/19 2019/20 Strategic Partnership</p>	<p>\$19,989.6 0</p>	<p>\$8,242.50</p>	<p>\$12,687.90</p>	<p>\$40,920</p>	<p>75.10</p>	<p>\$19,980 for 3 years</p> <p>This project is an evolution of a program established through a strategic partnership with the City of Adelaide. The AiR refocuses the original scope towards professional development and collaboration processes, while preserving a public outcome through a studio and exhibition in well regarded accessible cultural space. The project has strong alignments with the City of Adelaide's Cultural Strategy; particularly:</p> <ul style="list-style-type: none"> <li>-Cultural Identity, through the activation of a creative hub, with presentations and empowerment of a range local creatives.</li> <li>-Cultural Economy, by providing advice, skill supports and mentorship towards sustainable practices.</li> <li>-Cultural Community, through the collaborative and open-studio nature of the Mill connecting with other strategic partners such as Tarnanthi.</li> </ul> <p>The budget provides a solid breakdown and promotes best practice in the professional engagement of artist/creatives.</p>



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	<p>The key focus of this residency is the selected Artists in Residence's (AiR's) professional development. The program leverages the strong community of 30+ artists that work from The Mill's studios, pairing the Artist in Residence with an existing studio resident to produce collaborative outcomes. This residency will also offer the AiR mentorship from The Mill's leadership team, providing focused, industry-specific guidance and informed critique throughout the project. The AiR will develop a new body of work while in residency, to be displayed in a month-long exhibition in The Mill's Exhibition Space. CaM-Res builds on the knowledge gained through The Mill's Exhibition Space Residency program, offering a refined, more targeted structure, revised goals and new outcomes.</p>							
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### COMMUNITY DEVELOPMENT GRANTS PROGRAM

The purpose of the Community Development Grants Program is to provide financial support to partners in the community who are working towards outcomes consistent with Council's strategic directions.

#### CATEGORY 1 – MAJOR GRANT

##### LIMIT OF FUNDING

Maximum funding \$50,000 per year for up to 3 years

##### FUNDING OPPORTUNITIES

One round per year, funding permitting

##### PROGRAM PRIORITIES

- Encourage residents and community groups to be engaged in local place making (neighbourhood development) activities
- Strengthen reconciliation practices
- Deliver inclusive responses to meet the needs of isolated and marginalised groups, including but not limited to services to vulnerable people who are affected by extreme weather conditions
- Create literacy initiatives to maximise participation
- Increase volunteer participation
- Promote civic engagement in decision making
- Provide access to learning, services and ideas
- Create opportunities for people to connect with their local neighbourhood.

##### ASSESSMENT CRITERIA

No.	Consideration	Weighting %
1	The application identifies a clear outcome/s, which is aligned to the strategic priorities of Council	10%
2	The application responds to one or more of the program priority areas	10%
3	The application demonstrates evidence and/or clear reason for why it has been developed	20%
4	A plan for engaging the target group is outlined	10%
5	The application outlines a plan for delivery – including consideration of risk, integration with partners and innovation	15%
6	The application outlines what measures will be used to evaluate whether it has been successful in achieving the stated outcome/s – includes both qualitative and quantitative measures	10%
7	The application outlines matched funding, in kind support or partner contribution (financial and in kind)	10%
8	The application demonstrates consideration of environmental sustainability / accessibility for people with disability / low or no cost for disadvantaged groups	15%
<b>Total</b>		<b>100%</b>

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### COMMUNITY DEVELOPMENT GRANTS PROGRAM - DETAILS OF RECOMMENDATIONS FOR FUNDING (OVER \$10k) – CATEGORY 1: MAJOR GRANTS

Organisation	Description	Previous Funding	Request	Other Funds - In kind	Other Funds - Cash	Total Project Cost	Rating Criteria Out of 10	Recommendation
<b>Aboriginal Sobriety Group (ASG)</b>	<p><b>Mobile Assistance Patrol Program</b></p> <p>The Aboriginal Sobriety Group Indigenous Corporation (ASG) are applying for funding to deliver its ongoing Mobile Assistance Patrol service. The service provides an accessible and innovative transport option for vulnerable people and aims to reduce the incidence of anti-social and criminal behaviours in the City of Adelaide. The target group for this program are Aboriginal and non-Aboriginal persons over the age of 18 years of age, who require transport to a safe place when under the influence of alcohol.</p>	<p>Yes</p> <p>\$50,000 (plus CPI)</p> <p>2017/18</p> <p>2018/19</p> <p>2019/2020</p>	<p>\$50,000 for 3 years</p>	<p>Not supplied</p>	<p>\$649,432</p>	<p>\$699,432 over 3 years</p>	<p>8.1</p>	<p>\$50,000 for 3 years (plus CPI)</p> <p>Funding is recommended for a program that demonstrates a strong alignment to Council priorities, and evidence of need within the community. Whilst the application lacked evidence of additional partnerships and diverse funding sources, it is recognised the program is a vital service within the sector and for the city. ASG has a good track record of effective service delivery in a high profile and politically challenging area. Council has supported this program through Community Development Major Grants for many years. The applicant is encouraged to show how the impact of the service can be demonstrated, beyond the use of quantitative data within its ongoing evaluation and acquittal reporting.</p>
<b>Access 2 Arts</b>	<p><b>Gig Buddies</b></p> <p>Access 2 Arts 'Gig Buddies Adelaide' program will match learning disabled people, including those experiencing mental health issues, psycho-social disability and autism, with a volunteer who shares the same kind interests, e.g cultural, recreational and sporting activities. The program aims to support learning disabled people to develop new social circles and informal support networks, therefore developing social belonging, connectedness and being a positive impact on the City's wellbeing and resilience.</p>	<p>\$2,000</p> <p>2019/20</p> <p>\$15,000</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p>	<p>\$25,000 for 3 years</p>	<p>\$55,153</p>	<p>\$55,000</p>	<p>\$135,153</p>	<p>8.55</p>	<p>\$25,000 for 3 years (plus CPI)</p> <p>Council recognises the innovative nature of this application in terms of its approach to social inclusion, accessibility and well-being, and as such funding is recommended. The application shows strong links to both Council's Strategic Plan and Community Development Grant priorities of increasing active participation in city life, supporting wellbeing, and delivering inclusive responses to meet the needs of potentially isolated people. The application shows a strong plan for delivery of the program. It is recommended that the applicant strengthen its method of measuring outcomes, including case studies to highlight the positive impacts on the community's wellbeing. Administration recognises that whilst Covid-19 may have an impact on the delivery of this project in the short term, the program is over a 3-year period and is also not restricted to only music related activities.</p>

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<b>Adelaide Mosque</b>	<b>Adelaide Mosque Community Development</b>  The Adelaide Mosque's Community Development project aims to deliver outcomes based on two different areas: 1) community engagement, resilience and participation such as social cohesion projects 2) community support such as domestic violence primary prevention and referral services for those at risk. The project will encourage integration and engagement within the local City community by both the members of the Adelaide Mosque and the broader south west community. It will also enable members of the Adelaide Mosque to be supported in terms of connection to local services, primary prevention programs and crisis management.	Yes \$10,000 2019/20	\$50,000 for 3 years	\$10,400	\$0	\$60,400	9.23	\$40,000 for 3 years (plus CPI)  Funding is recommended for a strong application which has demonstrated a significant need in the community for these types of programs and evidently connects with Council's strategic plan deliverables and grant program priorities. A comprehensive plan for delivery is outlined, which includes innovative approaches to community development within the local community and clear measurements of outcomes for the community is included. This is a new and innovative program for the City that will further connect the Adelaide Mosque to the wider Adelaide community.
<b>Australian Indonesian Association of South Australia</b>	<b>Indofest</b>  Indofest is an annual event in the city that aims to build and celebrate Indonesian-Australian traditions, culture, and friendship. The multicultural event will take place in Victoria Square, Tarntanyangga (southern side) on the 25 April 2021.	\$20,000 (CoA Festivals and Events Sponsorship funding)	\$50,000 for 3 years	Not Supplied	\$25,000	\$75,000 per year	7.9	\$20,000 for 3 years (plus CPI)  Funding is recommended for an event that connects strongly to Council's commitment as a Welcoming City and aligns directly to Council's creative and liveable Strategic Plan deliverables. The applicant shows an authentic and significant resolve to see long lasting outcomes in the community beyond the event, and has demonstrated this through links with universities, non-for-profit groups as well as the diverse range of Indonesian cultural groups within Adelaide. Furthermore, they have provided evidence of high-quality environmental sustainability event management in this application, as well as a consideration of community accessibility requirements. Whilst the application has demonstrated a good method of measuring its outcomes, it is recommended the applicant ensures that the Community Development outcomes are specifically measured, rather than limiting to statistics on the event itself. Administration recognises that timeframes of this event may vary given the current Covid-19 situation and will work with the applicant to ensure a successful project.

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<b>Brian Burdekin Clinic Health and Welfare Services Inc.</b>	<b>Support for complex needs and social integration in the City of Adelaide</b>  The project will provide practical, multi-faceted outreach support intervention to people with complex needs to facilitate their long-term social integration in the City of Adelaide.	\$40,000 (plus CPI) 2017/18 2018/19 2019/20	\$40,000 for 3 years	\$40,000	Not Supplied	\$80,000	4.2	\$40,000 for 1 year  Whilst Administration recognises that this is a worthy city-based local service which supports some of the city's most vulnerable, funding can only be recommended for 1 year as the application demonstrated limited outcomes in the areas of innovation, partnerships, community development and evaluation. Moreover, the applicant did not demonstrate evidence of the development of a program beyond a general health and welfare outreach service (as requested in feedback from the EOI application).
<b>Catherine House</b>	<b>Prevention of future homelessness by setting Women up for success</b>  Catherine House's project builds on the success of its previous programs and aims to improve the lives of vulnerable women in the city through skills, education, housing, support and self-development programs. The project will assist vulnerable women to engage in city life, move back into employment or education, and access crisis accommodation. Specialised programs will develop and educate women to positively contribute and connect to their community, increasing independence and fostering wellbeing and resilience.	Yes \$40,800 (plus CPI) 2016/17 2017/18 2018/19  \$45,000 2018/19	\$47,300 for 3 years	N/A	\$90,965	\$138,265	8.93	\$47,300 for 3 years (plus CPI)  Funding is recommended for a strong application that shows strong links to both Councils Strategic Plan deliverables and Grants Program priorities of increasing participation by the broadest range of residents in the life of the City. Catherine House has demonstrated a strong method of evaluation, which outlines the long-term benefits for community members. Moreover, the applicant has shown a wide variety of partnerships which demonstrates a robust and effective program. It is also recognised that Catherine House has an outstanding history of delivering successful projects and outcomes for some of the most vulnerable in the city and has been funded through the CoA Major Grants program for many years.
<b>Chinatown Adelaide of SA</b>	<b>Lunar New Year 2021 – 2023</b>  Chinatown Adelaide's Lunar New Year event is an iconic cultural event celebrating the cultural value of Chinatown and its heritage. The event engages with local community, encourages participation, and supports local business to come together. The event will take place in Chinatown (Gouger / Moonta St) on the 20 February 2021.	\$30,000 (CoA Festivals and Events Sponsorship funding)	\$50,000.00 for 3 years	\$0	\$25,000 Sponsorship \$30,000 grants (other) \$25,000 Event income	\$128,920  (\$1,080 profit back to community group)	7.08	\$30,000 for 3 years (plus CPI)  Funding is recommended for an iconic community event that has demonstrated a strong connection to community and builds on the Welcoming Cities priorities of showcasing diverse cultural contributions to the city and celebrating strong communities that are welcoming to newcomers. It is recognised that the event contributes to local city businesses and the local city community, and in the past has received this amount of funding through the CoA sponsorship program. The applicant needs to work with both the CoA events and sustainability teams to work

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								towards a more environmentally sustainability event, as the application showed little consideration in this area. It is also recommended the applicant strengthen its methods of evaluation of desired community outcomes, as current measurement of outcomes relate more broadly to the attendance and success of the event rather than the community development outcomes. Finally, Administration recognises that timeframes of this event may vary given the current Covid-19 situation and will work with the applicant to ensure a successful project.
<b>Glendi Greek Festival Inc.</b>	<p><b>Glendi Greek Festival</b></p> <p>Glendi Greek Festival looks to promote and celebrate cultural diversity in Adelaide and aims to showcase the important role the Greek community has played in helping to shape the City as a dynamic and vibrant city. The event will take place in Victoria Square / Tarntanyangga on the 27 November 2020.</p>	\$20,000 (CoA Festivals and Events Sponsorship funding)	\$40,000 For 3 years	Not supplied	\$100,000 Sponsorship \$60,000 grants (other) \$131,000 Event income	\$322,600  ((\$8,400 profit back to community group)	7.65	<p>\$20,000 for 3 years (plus CPI)</p> <p>Funding is recommended for a well-supported multicultural festival for the city. The application demonstrates an engagement with an extensive range of community groups and stakeholders to bring the event together. The application shows a strong consideration of environmentally sustainable events practice, as well as a connection to Council's Strategic Plan deliverables of celebrating cultural diversity and supporting community to contribute to the creative life of the City. It is recommended the applicant strengthen its methods of evaluation of desired community outcomes, as current measurement of outcomes relates more broadly to the attendance and success of the event rather than the community development outcomes. Administration recognises that timeframes of this event may vary given the current Covid-19 situation and will work with the applicant to ensure a successful project.</p>
<b>Hutt Street Centre</b>	<p><b>Pathways to Wellbeing, Engagement and Connection</b></p> <p>The "Pathways to Wellbeing, Engagement and Connection" project at the Hutt St Centre aims to provide opportunities for meaningful education and recreation activities, volunteering and community programs for people experiencing homelessness through engagement with two pathways officers. The project focuses on connecting clients with a sense of</p>	\$45,900 (plus, CPI) 2016/17 2017/18 2018/19  \$50,000 2019/20	\$50,000 for 3 years	\$246,164	\$55,000	\$351,164 per year	9.08	<p>\$50,000 for 3 years (plus CPI)</p> <p>Funding is recommended for a strong application that shows clear and robust outcomes for the city community, which align directly to Council's strategic plan and grant program priorities. Moreover, the applicant's planned measurement of these outcomes is outstanding. The Hutt St Centre demonstrates a clear need in the community and strong partnerships with other organisations are outlined. It is noted the Hutt Street Centre has a track record of delivering high-quality community development outcomes with City of Adelaide (CoA) grant funds.</p>

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	belonging, raising self-esteem and resilience as they rebuild their lives.							
<b>Multicultural Communities Council SA (MCCSA)</b>	<p><b>Fostering Inclusion, Community cohesion and lifelong learning for CALD people</b></p> <p>MCCSA's project 'Fostering Inclusion, Community cohesion and lifelong learning for CALD people' will enable an expansion and diversification of the trainings and services they currently offer to CALD communities within the City. MCCSA has identified areas needed to further support the community and will employ a volunteer coordinator to facilitate programs and recruit, train and mentor volunteers for these programs. The programs are geared to support, empower and assist CALD people and in turn facilitate their participation and connection with the city community.</p>	<p>Yes \$2,000 2016/17</p> <p>\$1,000 2014/15</p>	\$50,000 for 3 years	\$20,000	\$4,300	\$74,300 per year	8.35	<p>\$20,000 for 3 years (plus CPI)</p> <p>Funding is recommended for a program that demonstrates a clear need within the community, and a strong alignment to Council priorities. Council recognises the considerable work that MCCSA performs in terms of engaging CALD communities, capacity building, and developing resilience. The application demonstrated a consideration of how the programs may need to be delivered considering the effects of Covid-19, and in tailoring the project to suit the needs of marginalised community members. It is recommended the applicant strengthen the measurement outcomes of how the program has positively affected the lives of participants.</p>
<b>Uniting Communities</b>	<p><b>Making Sense of Cents - Budget Support Program</b></p> <p>Uniting Communities 'Budget Support Program' aims to empower individual's decision-making skills in terms of their personal finances and energy consumption as well as increase people's skills in disaster resilience preparedness, and in connecting with their local community. The program seeks to engage with marginalised people and provide access to services, practical life skills and support systems.</p>	<p>Yes \$10,000 2014/15 2017/18 2018/19 2019/20</p>	\$50,000 for 3 years	\$8,000	\$0	\$58,000	8.23	<p>\$20,000 for 3 years (plus CPI)</p> <p>Funding is recommended for a project that demonstrates clear outcomes linked to Council's Strategic Plan deliverables and grant program priorities. The applicant has shown a strong measurement of project outcomes, and a clear need for the project based on the initial success of the program. Funding will allow expansion of the project in areas identified as needed. Consideration of new ways of working with the community during and post Covid-19 has been demonstrated in the applicant's risk management strategy.</p>

## **ATTACHMENT B - Draft Discussion Paper - Community and Culture Grants in relation to COVID 19**

### **Background**

City of Adelaide offers a range of grants and sponsorship across the Culture and Growth portfolios to ensure Adelaide continues to be a vibrant and liveable city where communities thrive. Programs include events and festivals sponsorship, community development grants, sports and recreation grants, as well as arts and cultural grants.

The City of Adelaide's Community and Culture Grants program provides funding to eligible community groups, organisations, sporting bodies, individuals, artists or businesses who present applications that demonstrate consistency with the City of Adelaide's Strategic Plan 2016-2020.

The program consists of 3 funding programs including Recreation & Sport Grants (\$178k), Arts & Cultural (\$252K), and Community Development (\$487k) and each funding program has its own grant priorities, categories of funding and evaluation criteria, which is reviewed by Council as required.

### **Status of Community and Culture Grants Programs**

Currently each of the 3 funding programs have Quick Response Grants (\$2k) available for eligible projects, Arts and Culture also have Cultural Promotion grants (up to \$2k) and Community Development have Minor Grants (up to \$10k). These remain open for applications until the funds are expended for this financial year 19/20.

Several Community and Culture grants categories have recently closed for applications for projects in 2020/21. These include the Community Development Major Grant, Recreation and Sport Facilities Grant and Arts and Artistic Development, Public Art, Community Programs and Events Grants and Live Music Enterprise. These grants will be presented to Council and are not included in any of the changes below.

### **COVID-19 Response**

Many artists, organisations, venues and communities are being impacted in the short term and are expecting longer term effects. The cultural, community, sports and events sectors are going through an unprecedented crisis as a result of the COVID-19 outbreak and organisations across the country are exploring options to continue to support communities through these difficult times. The Community and Culture Grants program is now more vital than ever to support our community through these difficult times.

Staff are already working alongside current Grant applicants to ensure that there is a coordinated approach that reflects CoA's increased flexibility and supports the use of funding already allocated or pre-committed to events, festivals and activities directly impacted by the COVID-19 outbreak. (ACC2020/50998)

However whilst our programs already have the ability to respond quickly to funding requests from the various sectors and are flexible in the way projects can be delivered, through stakeholder feedback (see below), staff recommend some short term changes to how we deliver the various grants in 20/21 to ensure that Council is able to support some of the sectors that are most impacted by this global pandemic.

The proposed changes require Council consideration to change the current Guidelines and include:

- Pause the 20/21 Recreation and Sport Programs and Events Categories
- Increase the value of the Recreation and Sport Quick Response Category to \$5k and allow for expenses related to maintaining facilities where applicants can demonstrate that costs to maintain facilities has continued despite no or reduced income as a result of the COVID-19 pandemic
- Assess the Community Development Minor Grant applications (under \$10k) as they are submitted

### **Next Steps:**

If supported by the Community and Culture Leadership Team, the above recommendations to be included for noting by Council in the Community and Culture Grants Report for June 2020. If approved by Council, all the documentation is updated to reflect this decision to ensure the community is aware which programs and projects can be supported in line with the changes.



## ATTACHMENT B - Draft Discussion Paper - Community and Culture Grants in relation to COVID 19

Stakeholder Feedback	Alignment with Guidelines	Recommendation
Recreation and Sport Programs and Events are no longer able to be delivered	No	Given the Recreation and Sport industry are unlikely to be able to deliver new programs and events in the foreseeable future, staff recommend pausing the Programs and Events Categories, however increase the QR amount to from \$2,000 to \$5,000 for funding requests that fall within the eligibility guidelines until funds are expended.
Sporting Clubs need support for maintenance	No	Staff recommend including changes to the Recreation and Sport guidelines to allow for expenses related to maintaining facilities where applicants can demonstrate that costs to maintain facilities has continued despite no or reduced income as a result of the COVID-19 pandemic.
Community organisations want a more reactive grant program to enable surety of funding (or not) for their proposed programs	No	Recommend that the Community Development Guidelines allow for the assessment of the Community Development Minor Grants in 20/21 as they are submitted rather than in the 4 rounds.
Can people use funding to purchase equipment that will enable them to deliver projects in innovative ways (e.g live streaming, podcasts)?	Different approach across 3 programs	<p>The 3 Grants programs currently don't fund large capital expenditure such as office furniture or computers and there is no recommendation to change this at this stage.</p> <p>Whilst the Recreation and Sport, and Community Development grants programs allow for small equipment purchases as part of any project/program delivery, currently the Arts and Cultural grants do not.</p> <p>Recommend allowing applicants/organisations to be able to apply for 20/21 Quick Response /Cultural Promotion grants for <u>one-off</u> requests to purchase small equipment (i.e. microphones for podcast, webcam for zoom/livestreaming) if this enables them to deliver projects and connect with Adelaide audiences online and the activity is Adelaide based.</p>
Can individuals apply for hardship payments because they have lost their job/shifts?	No	<p>Not recommended to change this at this stage.</p> <p>Individuals can already apply for funding to cover admin/wages, but it must be part of an overall project or program that delivers on Grants priorities. Organisations and community groups can already apply within the Community Development Grants program for programs that support vulnerable members of the community. However, funding for programs or services that are the core responsibility of other levels of government are ineligible.</p>
Can people use CoA funding to attend training?	No	Not recommended to change this at this stage.
Can people use QR grants for artistic development?	No	Not recommended to change this at this stage.

## ATTACHMENT B - Draft Discussion Paper - Community and Culture Grants in relation to COVID 19

## Sector Research

Funder	Changes to
<a href="#">Australia Council for the Arts</a>	The package includes options to vary current funding agreements and new programs designed to provide immediate relief to artist, arts workers and organisations.
SA State Government	Have implemented a variety of new funding measures. These include: <ul style="list-style-type: none"> <li>• a <a href="#">new package</a> to support the arts and cultural sector. Independent artists and smaller organisations will be primary financial beneficiaries of the COVID-19 Arts Quick Response Grants and Arts Organisations Collaborations Grants</li> <li>• <a href="#">COVID 19 Support Grants</a> of up to \$10,000 are available to NFP organisations in SA impacted by COVID-19. Organisations will need to demonstrate either a need to adapt services to meet increased demand or a continuation of service provision within the restricted public health requirements. Projects should also achieve the objectives of providing benefits to people or communities who are vulnerable or experiencing disadvantage.</li> <li>• Has implemented a new International Student Support Package to assist international students with living expenses during COVID-19. This is facilitated through <a href="#">Study Adelaide</a></li> <li>• At this stage, there are no changes to the way the Dept of Rec and Sport are delivering their grants programs</li> </ul>
<a href="#">City of Melbourne</a> (Arts)	Have grants for artists and creative organisations impacted by the COVID-19 virus to assist them during this challenging time. More information about governments responses to the impacts of COVID 19 on the arts and creative industries can be found <a href="#">here</a> .
<a href="#">City of Melbourne</a> (Community)	Offering grants of up to \$5,000 to help organisations and community groups support local communities affected by COVID-19, including supporting vulnerable community members with providing goods or services as transport or essential supplies like prescribed medication.
<a href="#">City of Sydney</a> (COVID-19 Grants)	The Covid 19 Relief Grants Program includes introducing 3 new and 2 updated programs in response to the outbreak. The community development space, for example, they are looking at food security, digital inclusion and social connection for vulnerable and at need community members.
<a href="#">Wakefield Regional Council</a> (Community and Business)	Has developed a proposed Covid-19 Community Support Program (Round 1) that aims to provide rate relief to impacted businesses, ratepayers, sporting clubs and community groups, repositioning and provide utility grants to impacted sporting clubs and community groups.
<a href="#">Tasmanian State Government</a> (Sport)	Offering grants open to all Tasmanian State Sporting Organisations (SSOs) and State Disability Sporting Organisations specifically to assist with salary costs for six months for employees across sporting organisations that are undertaking sport-related duties.

**ATTACHMENT C – 2019/20 grant recommendations under \$10k approved under CEO delegation**

**COMMUNITY DEVELOPMENT GRANTS PROGRAM - Summary of Funding Recommendations (Under \$10k)**

<b>Category Two: Minor Grants – up to \$10,000 (once off)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>
Baptist Care	Carols in the Square 2019	Baptist Care SA's Carols in the Square event was held in Whitmore Square/Iparrityi on 5 December 2019. The event attracted over 450 people and contributed to building a stronger, more inclusive and connected local community in the City.	\$10k August 2019
Adelaide Mosque Islamic Society of SA	Adelaide Mosque Open Day	The Adelaide Mosque Open Day was held on 26 October 2019 as part of National Unity Week with over 500 people in attendance across the day. The event developed connections with the local community, increased cultural understanding and promoted peace and diversity.	\$10k August 2019
Indigenous Arts in the City	Marra Dreaming	Marra Dreaming is a 14-week program that aims to introduce a range of people from all ages and diverse backgrounds to the different forms of Art in the Aboriginal culture including traditional Aboriginal Art, basket weaving and making contemporary jewellery using natural materials. Whilst this program was due to commence February 2020, Administration are waiting to receive an update on the current status given the COVID 19 situation.	\$9,590 August 2019
Uniting Communities	12th Anniversary of the National Apology to the Stolen Generations	The 12th Anniversary of the National Apology to the Stolen Generations events was held on 13 February 2020 in Veale Gardens/Walyu Yarta. The annual event honours the members of the Stolen Generations and their families, provides further opportunities for healing in the Aboriginal community and informs the non-Aboriginal community of the continuing impact of the Stolen Generations.	\$10k August 2019
Unity Housing	Cinema in the Square	Unity Housing, in partnership with Café Outside the Square and Baptist Care, held a free community outdoor cinema event in Whitmore Square/Iparrityi on 2 November 2019. The event attracted over 400 attendees and contributed to developing a more understanding, inclusive and connected local community.	\$5,500 August 2019

**ATTACHMENT C – 2019/20 grant recommendations under \$10k approved under CEO delegation**

Welcoming Australia	Walk Together	The Walk Together event was held on the 26 October 2019 as part of National Unity Week and attracted over 700 people from a wide variety of multicultural groups, Aboriginal and Torres Strait Islander people and the broader South Australian community. The walk concluded at Victoria Square/Tarntanyangga where a small festival was held.	\$6,500 August 2019
Journey of Healing Association SA	The 2020 Purrinna [LIFE]–Tidna Burro Mandi [Legacy]/Yerkundanna [Loyalty]/Kanggarlta Munana [Legitimacy]/Perko Warra [Language] & Ngunya Waiettilla [Literacy] IN OUR HANDS Wodlianni Stolen Generations National Sorry Day event	Journey of Healing Association of SA were successful in receiving funding to deliver the annual National Sorry Day event in Tarntanyangga / Victoria Square on May 26, 2020. National Sorry Day celebrates the 1997 tabling of the National “Bringing Them Home Report” in Federal Parliament and promotes awareness and education of the pain and hurt suffered by Aboriginal children, who were removed from their families. Due to Covid-19, this event has been rescheduled for September 1, 2020.	\$10k December 2019
Walking SA	Supporting our community of International Students	Walking SA received funding to deliver a pilot program that connects the City's residential International students with city services through a series of city walks. The program will facilitate community connection & social participation, reduce social isolation and provide an understanding of how to access resources, recreational activities, and healthy low-cost food. Although, it has been postponed due to Covid-19, the applicant anticipates delivery will begin once restrictions are eased.	\$9,400 December 2019
Carrington Cottages	‘What n Where’ app	Carrington Cottages ‘What n Where’ app specifically targets vulnerable and disadvantaged people with the aim of keeping them up to date with real time GPS on relevant information about services and support. Funding was granted for the development and implementation of the app as it will be a valuable resource for the community, particularly for those who are vulnerable, to be able to connect community support services.	\$8,500 December 2019
The Australian Refugee Association	Tastes from the Horn of Africa	The ‘Tastes from the Horn of Africa’ was an event scheduled during Food Fringe Festival (April 2020) at the Migration Museum to mark the 30th anniversary of the first wave of African refugees	\$10k April 2020

**ATTACHMENT C – 2019/20 grant recommendations under \$10k approved under CEO delegation**

		to Australia and to celebrate African culture. It has been postponed due to Covid-19 with the applicant indicating that they will look to deliver this event once restrictions are eased.	
Hutt St Centre	I-Connect	I-Connect is a technology-based program targeting the Hutt St Centre's Aged City Living participants. It will support their clients to obtain new technology skills so that they can navigate independently the many online services that are required in modern day to day life. Obtaining these skills means that participants can actively and independently engage in their community and have significant outcomes in terms of their ability to be confident and active community members.	\$6,350 April 2020
The Mental Health Coalition of SA	Festival of Now	The 'Festival of Now' is planned to be held on the 16 October 2020 in Walwa/Light Square. This significant event for the Mental Health sector is aimed at promoting a wider understanding of mental illness and prevention. Stakeholders from a wide range of services will engage with the general public, and performances from artists with a lived experience of mental health with provide entertainment.	\$8k April 2020
<b>Category Three: Quick Response Grants – up to \$2,000 (once off)</b>			
<b>Recipients</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>
Access2Arts	Adelaide Christmas Pageant Audio Description	One-off funding was provided to support a live, audio description of the Adelaide Christmas Pageant on 9 November 2019, to ensure that people who are experiencing blindness or a vision impairment and their family and friends were able to fully participate.	\$2k October 2019
Adelaide Fringe 2020 Volunteer Induction Event	Adelaide Fringe Inc	Adelaide Fringe delivered their 2020 volunteer induction event at "Sparkke at the Whitmore" on the 20 January 2020. The aim of the event was to attract a large pool of volunteers, who were trained to assist Fringe patrons with disabilities to actively engage and participate in the festival as part of the 'Our Access Champions' program.	\$1,500 December 2019
FARE Dinners	FARE Dinner Project	The FARE Dinner project will deliver a 'pay-as-you-feel' pop-up restaurant targeted at those experiencing homelessness and the general public. The project aims to address food waste, connect people and offer a free or low-cost restaurant meal to anyone in the city. FARE Dinners have many partners including OzHarvest, The Hutt St Centre and the Refugee Advocacy Service of South Australia. FARE Dinners are currently working through the delivery of this program considering Covid-19 restrictions, with the applicant indicating they are keen to continue to deliver this.	\$2k January 2020

**ATTACHMENT C – 2019/20 grant recommendations under \$10k approved under CEO delegation**

Workers' Education Association of South Australia	WEA Adult Learning Street Library	WEA Adult Learning have delivered a community Street Library on the facade of the WEA building at 223 Angus Street Adelaide. The project aims to create a sense of community, and to make reading and learning more readily available to residents and city users. Whilst final acquittal documentation has not been received to date, anecdotal evidence suggests that the Library is working well.	\$1,942 February 2020
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Item 10.5 - Attachment C

## ATTACHMENT C – 2019/20 grant recommendations under \$10k approved under CEO delegation

### ARTS AND CULTURAL GRANTS PROGRAM - Summary of Funding Recommendations (Under \$10k)

<b>Category One – Artistic Development – up to \$20,000 (once off)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>
Chinese Music & Arts Inc.	The Adelaide Chinese Orchestra	The Adelaide Chinese Orchestra involved musicians playing Chinese and Western instruments. Artists arranged music and performed to a wider audience at Oz Asia Festival. The performance at the Lunar New Year was cancelled due to Covid-19. Rehearsals were held in the School of Chinese Music and Arts studios and Adelaide University halls. This program provided the opportunity for weekly rehearsals and professional performance outcomes for those involved.	\$8,000 July 2019
APY Art Centre Collective (APYACC)	APY artists skills and new product creative development	The APYACC opened a new gallery and artists' studio in the Adelaide CBD where it supports Anangu emerging artists living in Adelaide or visiting for medical treatment to build their creative skills. APYACC worked with the Jam Factory to deliver workshops across a range of media including ceramics, jewellery making, textiles and metal-casting, resulting in product templates for saleable items. An exhibition of work created from the workshops was presented at the APY Gallery.	\$8,000 July 2019
ACH Group	Encore, Encore!	ACH Group run a Music Theatre Summer School for people aged 65+, followed by a public performance. The Summer School was facilitated by singing and theatre professionals and targeted a diverse range of older people with a developmental lens, setting ambitious goals of genuinely skilled artistic performance. ACH Group provided support for people who would not otherwise be able to participate due to ill health, disability or other challenges.	\$7,000 July 2019
<b>Category Two - Public Art – up to \$8,000 (once off)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>
Stephanie Cibich	The Adelaide Art Vending Machine	The Adelaide Art Vending Machine featured the work of local artist, Carly Snoswell and was hosted by The Art Gallery of South Australia from September 2019 until January 2020. While the majority of the Adelaide Art Vending Machine was filled with packs featuring personalised instructions and crochet kits for people to create their own work, one in every ten packs included a new, unique work of art made by the artist. The packs were offered for sale at an accessible price of \$5.00. Audience members included Gallery visitors, staff, students, tourists and members of the arts and crochet community. Many viewers shared their experiences on social media, included their purchased artworks, their own crocheted creations or selfies with the Art Vending Machine. This project offered an artist the opportunity to “take over” a vending machine and	\$6,900 July 2019

**ATTACHMENT C – 2019/20 grant recommendations under \$10k approved under CEO delegation**

		transform it into an alternative display space. The emphasis was on the machine's role as an unexpected and democratic site for aesthetic transactions and its ability to activate public space in fresh and interesting ways.	
SANAA Ink	Sanaa: A better world through creativity mural project	The Sanaa mural project brought together international and local artists to deliver three large scale murals in Adelaide CBD: 188 Hindley Street (artists Beau Graff from Senegal and Jimmy Smith from Adelaide), Delhi Street (artist Moh Awudu from Ghana and Jake Holmes from Adelaide) and Johns Lane (artists Jasmine Crisp from Adelaide and Victor Mwangi from Kenya). The aim of the project was to encourage an exchange of artistic ideas and skills between artists from diverse backgrounds, offering an opportunity for artists to come together to illustrate the importance of intercultural understanding, through art and creativity.	\$7,300 July 2019
James Dodd	Picture Me Rollin	The <i>Picture Me Rollin</i> project would have involved a type of activation, or performance, using a mobile drawing machine for cultural exchange and artistic production. The artist would have pushed a contraption through public space, stopping to chat with onlookers along the way. The machine would have created a series of marks, or drawings, resulting in a 'map' of a journey or place. The artist planned to collate and present the drawings in a brief exhibition at South West gallery. The project was reviewed for online delivery due to Covid-19.	\$7,000 July 2019
Simon K Burt	Of the Street Mural	This project delivered a street art mural designed specifically for and inspired by the area it was created in (30 Grey Court). Painted in a free-flowing abstract style, elements of the surrounding area were interpreted and expressed in the artwork. The resulting work was a piece that works with the surrounds, commanding attention and heightening awareness of what is going on around the viewer.	\$8,000 July 2019
Seb Humphreys	Interlayered Dimensions	Humphreys created a 13m x 5m abstract mural on Wyatt St, a dynamic public artwork in a predominantly business/commercial sector of the city. Being a 3-story wall in the middle of the city, the work serves to market itself. This is the equivalent of a major inner-city billboard, yet dedicated to the purpose of art.	\$8,000 July 2019
James Price	Plunge	The project celebrated the former life of the Adelaide Festival Centre site –the Adelaide City Baths. Price created animated video art for the Centre's digital screens. The videos highlighted the energy, colour and community of the City Baths throughout history – from 1861 to 1969. The work allowed the community to engage with the history of the site, and its proud heritage as a communal space over a period of time.	\$8,000 July 2019
Simon K Burt	Dynamism Mural	Dynamism is a project to create a new public artwork on the back facing wall of Pilgrim Uniting Church in June 2020. For this project, the artist has considered the wellbeing benefits of the work and its diverse audiences: homeless, workers, CBD and church visitors. Through abstract expressionism the artist aims to enhance the appearance of the area and reduce tensions in the space through visual stimulation and reflection.	\$8,000 February 2020



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<b>Category Three - Community Programs and Events – up to \$8,000 (once off)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>
Georgina Chadderton	Papercuts Comics Festival	Papercuts Comics Festival promoted awareness and celebrated comics and graphic novels as an artistic and literary medium, showcasing members of the local creative community, connecting creators with one another, and helping creators reach new audiences. Events included: Artists in Conversation held at Dymocks Adelaide bookstore, a comics anthology book launch and exhibition opening at Greenlight Comics, an evening of comic creators reading specially commissioned work to an audience at Scott Theatre, a Market Day at North Adelaide Community Centre and Comics with Friends and Strangers at the Box Factory Community Centre.	\$5,000 July 2019
Marina Barbaro	The Village	The Village was a collaborative life-sized real-action game delivered in November 2019. Designed for children and their families, the Village was a theatre piece which doubled as a role-playing event – like a board game come to life. The objective of the game was to be part of a village and contribute towards its peaceful running while navigating a few obstacles along the way. When families arrived, they were given a starter kit, but they discovered this kit did not contain everything they needed. The game was purposefully designed so they needed to either explore the village, trade or negotiate with others to complete their set up.	\$7,080 July 2019
Channel 44	Adelaide 48 Hour Film Project 2019	Delivered in October- November 2019, the 48 Hour Film Project (48HFP) is an international filmmaking competition in which filmmakers are given just 48 hours to write, shoot, edit and score original short films over one weekend. All films submitted in the competition are screened publicly at the GU Film House the following week. The films are judged by a panel of industry experts and awards distributed in twenty categories. The winning film goes on to compete in Filmalooza, the international 48HFP competition. The aims of the Adelaide 48HFP are to advance filmmaking and promote South Australian filmmakers and creatives.	\$8,000 July 2019
Chamber Music Adelaide	On The Terrace	On the Terrace (OTT) was a free public event presented in October 2019 by Chamber Music Adelaide (CMA) in collaboration with Art Gallery of SA, SA Museum, State Library of SA and Migration Museum. The inaugural event won the 2016 Adelaide Critics' Circle Innovation Award, with OTT a finalist in the 2018 Ruby Awards. OTT celebrates Adelaide as a UNESCO City of Music with duos, trios and quartets performing in the above-mentioned venues. In 2019 the repertoire was inspired thematically by the exhibition or display at each cultural institution.	\$8,000 July 2019

**ATTACHMENT C – 2019/20 grant recommendations under \$10k approved under CEO delegation**

Vintage Vulture	Funk n Groove at the Vulture	Vintage Vulture hosted Funk n Groove, a series of live music events held monthly on Saturday nights. It showcased funk bands to new audiences who traditionally went to the venue for other offerings. There were live poetry readings between sets, and artists exhibiting work for free, and photographers capturing the night. The emphasis was on exposing people to local bands and their original content, having an open and welcoming venue for all people and encouraging cross cultural pollination between artists and audience.	\$8,000 July 2019
Adelaide West End Association	Houndwave	Houndwave is a free, family friendly community event and mini music festival that in 2019 was held in Light Square. The event included live music from dog friendly, local musicians. Event producers worked with Little Acorn music to use and promote local musicians. Houndwave included collections and support for charity partners, The RSPCA and Animal Welfare League. There were demonstrations, grooming and competitions and opportunities for local artists to sell and promote their wares in a safe and family friendly environment.	\$8,000 July 2019
Matt Miles	Ebenezer Night Markets	The Ebenezer Night Markets are conducted over 10 nights each summer in Ebenezer Place, Adelaide. The free markets showcase artists and young entrepreneurs with the intention to; activate the laneways of the East End, increase attendance to the East End, highlight the existing business in the area, increase the vibrancy of Adelaide, provide opportunities to young artists and entrepreneurs.	\$8,000 July 2019
Pride Adelaide Auspiced by Feast Festival	Pride March	Pride March aims to celebrate the diversity, strength, resilience, solidarity, creativity and contribution of Adelaide and South Australia's queer community. The Adelaide's annual LGBTIQ+ Pride March through the streets of Adelaide delivered a vibrant, exciting opportunity for at least 4500 members of the community, including 60 registered community groups and supporting organisations who came together to march through the streets of the Adelaide CBD in celebration and commemoration.	\$6,844 July 2019
COTA SA	EmbOLDen	EmbOLDen, is a community art project celebrating older people in Adelaide. 60 older people will undertake creative workshops to produce a 4-week ephemeral public art installation of humanoid figures presented as part of SALA through various locations in Adelaide including the Central Business District. EmbOLDen has been postponed due to COVID-19 as the project involves participants particularly vulnerable to the outbreak. The creative workshops will resume as soon as is safe for participants.	\$8,000 July 2019
SaSamba Community Samba Band Inc	Samba Social Club	Samba Social Club was a cultural and music event promoting multicultural exchange between local and interstate samba bands and dancing academies. Lead by Adelaide's premiere Samba Band SaSamba, the event congregated musicians and dancers from across Australia in a free event at Producers. Attendees experienced live Brazilian music like an authentic Rio style carnival. More than 5 different bands performed and at the end of the night they performed together creating a band with more than 60 drummers.	\$8,000 July 2019

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Japan Australia Friendship Association	AnimeGo Japan Animation Film Festival	AnimeGo was a celebration of Japanese culture showcasing submitted short anime films and manga art in addition to screenings of classic and current Anime films, Anime art exhibitions as well as a local Japanese rock band, and a Japanese dessert lane. The event was held at Published Art House and programmed as part of Oz Asia Festival for the first time in 2019.	\$8,000 July 2019
Adelaide Zombie Walk Inc.	Adelaide Zombie Walk Inc.	The Adelaide Zombie Walk was a free community event held on October 2019 in and around Rundle Park where participants dressed as zombies and gather in their thousands for a day of fun and festivity followed by a mass walk through the city streets in a loop, returning to the point of origin for further festivities. 2019 was the 10-year anniversary and the last time the team delivered Adelaide Zombie walk.	\$8,000 July 2019
Clarity Records	A Day of Clarity 2020	Created in 2015 by Adelaide record store Clarity Records, A Day of Clarity is a free live-music event that promotes and celebrate Adelaide's music scene, activating the city during an off-peak time of the year and providing incubation and performance opportunities for South Australian emerging musicians. A Day of Clarity works with several music venues within walking distance to host free shows, contributing to the small business economy in the CBD (for the venues this is their busiest day of the year). The event is scheduled to take place in July 2020.	\$8,000 February 2020
<b>Category Five - Live Music Enterprise– up to \$5,000 (once off)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>
Nicholas Gencarelli	Electric Avenue	Local event promoter and planner Nicholas Gencarelli delivered a pop-up electronic music party in the East Parklands. This grant supported Gencarelli's live music enterprise by enabling him to continue building a strong brand in the local events space and music scene, helping to foster a career in event management and promotion. It also assisted him in providing a budget to adequately execute and promote one of his bigger events.	\$5,000 July 2019
Callum Neilson	Bad Habits	<i>Bad Habits</i> hosted a monthly curated live music line up that celebrated Adelaide's best up and coming live music acts whilst pairing them with more established interstate live music acts. They project drew audiences to Chateau Apollo and Roxies' on a monthly basis. The project targeted young people between 18-25 and provided opportunities for young local alternative live music acts highlighting female fronted, gender non-specific and culturally diverse live music acts.	\$5,000 July 2019
<b>Category Four - Quick Response – up to \$2,000 (once-off)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>

**ATTACHMENT C – 2019/20 grant recommendations under \$10k approved under CEO delegation**

Camille Rouliere on behalf of the Raining Poetry in Adelaide Collective	Raining Poetry in Adelaide	A poetry street festival initiated by creative writing students at Adelaide Uni to generate new audiences for poetry and opportunities for SA poets. Selected poems were stencilled onto the pavement of Adelaide's CBD using biodegradable hydrophobic paint that only becomes visible when it rains. The poems were blind-selected from an extensive pool of submitted works. Public accessibility was enhanced by an online interactive map enabling audiences to track the location of the poems, and a chapbook of the tagged poems including in situ photographs. The poetry street festival opened with a launch (a poetry reading from selected poets) in September.	\$2,000 July 2019
Uncle Mum	Woolly Mammoth	A music festival curated and conceptualised by local producers <i>Uncle Mum</i> was held at Lion Arts Factory, on August 3rd featuring the best in local and interstate Indie-Punk bands with a ticket price of \$40. Woolly Mammoth was an inclusive festival with 70% of the bands featuring at least one female or non-binary band member.	\$2,000 July 2019
Art Gallery of South Australia	Neo Deadly Halloween	A free teen-only event held at AGSA as part of Tarnanthi. The event offered young people (13-17 years) after-hours access to the gallery and created an opportunity for them to participate in Aboriginal and Torres Strait Islander artist-led workshops, live music and performances, Kurna Language workshops and welcome to Country. Elizabeth Close, local Pitjantjatjara and Yankunytjatjara artist and muralist curated the event, and two Aboriginal Teen Ambassadors were involved in the development of the event to ensure that it met the interests and needs of the teen audience and to position Aboriginal voices at the heart of the programme.	\$2,000 August 2019
Rayleen Forester / Fine Print Magazine	Transcriptions 2	<i>Transcriptions No.2</i> was a collection of presentations, live discussions and performances curated by Fine Print Magazine co-director Rayleen Forester and the magazine committee aimed at engaging AGSA audiences during <i>First Fridays</i> in September 2019. This performance "tour" was a curated series of articles and responses offering a unique opportunity for visitors to participate in a live issue of Fine Print whilst experiencing the Gallery collection in a unique and thought-provoking way. Five video recordings of the artists' responses including a Kurna performer and First Nations artist Brad Darkson are showcased online as Fine Print's 20 <sup>th</sup> issue. This project followed the inaugural <i>Transcriptions</i> performance tour presented at AGSA in September 2018 which attracted 150+ people.	\$2,000 August 2019
Moolagoo Mob (Auspiced Feast)	Nungay Night	<i>Nungay Night</i> , presented at Tandanya National Aboriginal Cultural Institute as part of Feast Festival, created a platform for Adelaide's Indigenous LGBTQI artists. The event welcomed diverse audiences from Elders to young people, both Indigenous and non-Indigenous and created a positive, inclusive and celebratory environment through comedy, performance, dance, drag, music, and food.	\$2,000 September 2019

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Lucy Markiewicz & David Hirst/ DandL	The Black Box Experiment: Kaos the Gameshow	<i>Kaos the Gameshow</i> was part of The Black Box Experiment, an initiative that supports Adelaide creatives to develop and test ideas through a 4-episode TV show. The last episode was filmed and aired on Channel 44 making Adelaide's content accessible free-to-air for all South Australians. Held at Rhino Room, the Black Box was an experiment to test out new ideas in front of a live audience and bring TV production back to Adelaide.	\$2,000 September 2019
Manuel Ashman	Test Fest Adelaide	A pop-up event in Queen's Theatre displaying test screenings of independent film works-in-progress. The night was an opportunity for emerging and established filmmakers to showcase their work and receive feedback from the audience. <i>Test Fest Adelaide</i> also included a c-stand relay activity with the aim to foster collaboration and networking opportunities within Adelaide's film and arts community.	\$2,000 September 2019
Farda Tomorrow Association	Ghan International Film Festival Australia (GIFFA)	<i>The Ghan International Film Festival</i> returned for its fourth year, screening a selection of short films and a feature documentary film from Afghanistan and the nearby region. The festival was held at the Mercury Cinema attracting an audience of 250 people over two days. GIFFA's program included live performances by Afghan musicians, traditional food, display of cultural items and information about Afghan culture bringing the local Afghani and wider communities together and promoting cultural understanding and multiculturalism through film and cultural exchange in the heart of the City of Adelaide.	\$2,000 October 2019
Centre for Creative Health – The Hospital Research Foundation	QT (Quiet Time) Performance Art Project	A performance art project, featuring South Australian artists Ashton Malcom and Josephine Were. Curated by Fiona Borthwick, <i>QT</i> took place at three different locations of RAH as part of Adelaide Fringe. The project focused on human encounters inviting visitors, staff and patients to interact with the performers in quiet, gentle and non-imposing ways. The project prioritised wellbeing of participants and viewers creating a unique, safe, uplifting and welcoming experience through non-verbal means.	\$1,925 October 2019
Yi Ling Gong	Symbiotic Crossroads	A multimedia spoken word performance exploring the relationship between the creative arts and natural science. The project was directed and produced by Yi Ling Gong, Adelaide based amateur artist of Chinese heritage, and was presented as part of Fringe Festival 2020 at Sparkke at the Whitmore. Through music, poetry and visual images <i>Symbiotic Crossroads</i> showcased and celebrated Adelaide's unique heritage, multicultural diversity and creative culture.	\$1,000 October 2019
The Thai Festival and Cultural Association of South Australia Inc.	Loy Krathong Festival 2019	<i>Loy Krathong Festival</i> brought the Thai community together at Bonython Park Tulya Wardli Park 27. The event is held annually throughout Thailand on the full moon of the 12th month in the traditional Thai lunar calendar to pay respect to rivers and waterways and make wishes for the coming years. 2,500 people attended this free event featuring the krathong (tiny basket) floating ritual, stage performances, a costume competition, and a traditional Thai food market.	\$2,000 October 2019

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Adelaide Fringe	Street Art Explosion	<i>Adelaide Fringe Street Art Explosion</i> produces and promotes Adelaide's vibrant street art through AF's Street Art Explosion map and the commissioning of new works in the City's CBD. Artist Donovan Christie was chosen in 2020 to paint one of his hyper-realism shop fronts on a wall in Sym Choon Lane in the East End, a work that aligned with the cover of Adelaide Fringe 60 <sup>th</sup> Anniversary History Book also designed by the artist.	\$2,000 November 2019
Expressions Media	Live Music Event: Hutt St Lounge Sessions	An end of the year free event to celebrate the first year of Vault 134, a co-working space on Hutt Street with workshops and small function facilities run by Expressions Media. This networking event included a line-up of Adelaide based musicians playing from 8.30pm to midnight. The event built on the successful program run as part of Umbrella and aimed to establish Vault 134 as a new live music venue on Hutt St regularly hosting local musicians.	\$1,970 November 2019
Luke Penman play/pause/play	play / pause / play 2019 Heaps Good 50 Official Listening Party	Play / Pause / Play (P/P/P's) is an internet radio station dedicated to celebrating and showcasing music being made and performed across South Australia. The Heaps Good 50 countdown of the "Top 50" South Australian artists for the year is an opportunity for audiences to reflect on Adelaide's musical output and the continued strength of the industry's community over 2019 (last year the Top 50 saw more than 1,000 public votes). The countdown played between 1-5pm on Boxing Day. The free Official Listening Party, held for the first time within the City of Adelaide, was an opportunity for artists and fans to gather and listen to the countdown together, to network and to celebrate the year that was. The event was MC'd by Luke Penman (P/P/P's Managing Director) and featured a brief interview with the artists. The interviews and performances were recorded and released online post-event via podcast.	\$2,000 December 2019
Grote Business Precinct	Lunar New Year of the Rat public artwork	Grote Business Precinct's (GBP) pavement public art by South Australian artist Jake Holmes celebrated the Chinese Year of the Rat and the precinct's cultural identity. The work was located at the entrance of Adelaide's Chinatown/Moonta Street on Grote Street, enhancing new lighting for Moonta Street. Diverse audiences were invited to participate during the day of the work's creation at the end of January 2020, and for the duration of the work.	\$2,000 January 2020
Nexus Arts	Commission and presentation of new work by Lonelyspeck x BAY the Artist	Nexus Arts commissioned and presented a new musical work from South Australian/Tongan artist Lonelyspeck in response to the visual artwork of BAY the Artist whose work was presented as part of the first 2020 visual arts exhibition <i>Kupesi in Colour</i> , at Nexus. The new musical work was performed in the Gallery space amongst the exhibition artworks at a free public event on 13 March 2020 as part of the closing event for the exhibition. Both artists share Tongan-Australian heritage, and their new works created for this project explored their relationship to their cultural backgrounds.	\$2,000 February 2020

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Finsart Inc	International Dance Day flash mobs	Finsart Inc was established in 2011 by Fiona Gardner to support dance in South Australia. In collaboration with other five artists, Finsart Inc planned to organise dance events across the City of Adelaide and the wider metropolitan region to celebrate International Dance Day on the 29 April 2020. The project was successfully run in 2016, 2017 and 2018, but was not organised in 2019 for financial reasons. In 2020 Arts SA funded the creation of a Major Flash Mob to be performed on the River Torrens Footbridge and with CoA's support the event was planned to include a smoking ceremony by Uncle Mickey Obrien, and a roller-disco event organised by the roller derby leagues around the Barr Smith Walkway. CoA's support was also provided to assist Finsart Inc to run rehearsal and community dance classes from end of March to the end of April at the Adelaide Town Hall (venue hire fees waived through the Community Activation Fund). The project was reviewed and delivered online due to Covid-19.	\$2,000 February 2020
Sanaa & 55ml	Sanaa Street Party	Since its inception in February 2017, Sanaa Festival has been a popular event in the South Australian community showcasing the work of Sanaa's international artists alongside locally based South Australian creatives. The Festival is an open space where people from all walks of life can congregate to appreciate and learn more about cultures through art. Saana Inc has run large street parties as part of previous Saana Festivals, and the 2020 event was the result of a partnership with 55ml, a bar that opened in May 2016 on Mill Street Laneway. This was a free and accessible street party to celebrate a week of workshops and street art in Adelaide. The event attracted eight hundred people turning over during the night, which was a smaller number than in previous years as event organisers decided to run a smaller event to reduce running requirements and costs. The event was advertised as part of the Sanaa 2020 Program and included live music (Argus and the Liar, Rukia, Pat Tierney, Elsy Wameyo and DJs), food trucks and beverages.	\$2,000 February 2020
Alison Paradoxx	Floral Peroxide	A collaboration between South Australian Poetry Slam Champion (2016) Alison Paradoxx and Sound Designer 5000AD with spoken word, electronic soundscapes, movement and visual art. Alison's first solo production, <i>Floral Peroxide</i> was an empowering exploration of the paradoxes of disability, and the societal desire to 'fix' the broken self, born from Alison's lived experience with childhood burns, surgeries, scoliosis, eating disorder, and congenital disease. The sold-out 2019 Fringe season show was recognised with the "Graham F Smith Peace Foundation Award" which encourages artistic expression in human rights, social justice and environmental sustainability. The artist received funding to re-stage the performance for 2020 to enhance accessibility for the show in consultation with deaf and blind communities and accessibility agencies.	\$2,000 February 2020
Camille Rouliere on behalf of the Raining Poetry in Adelaide Collective	Raining Poetry in Adelaide	<i>Raining Poetry in Adelaide</i> is a poetry street festival initiated in 2017 by creative writing students at the University of Adelaide to generate new audiences for poetry in Adelaide and new opportunities for SA poets. Under the auspices of the J. M. Coetzee Centre for Creative Practice (University of Adelaide), selected poems are stencilled onto the pavement of Adelaide's CBD using biodegradable hydrophobic paint that becomes visible when it rains. The poems are blind selected from an extensive pool of submitted works. Public	\$2,000 February 2020

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		accessibility is enhanced by an online interactive map enabling audiences to track the location of the poems, and a chapbook of the tagged poems including in situ photographs. The poetry street festival opens with a launch including a poetry reading from selected poets.	
Post Dining	Hunt & Gather: an Exhibition of Hospitality	<i>Hunt &amp; Gather: an exhibition of hospitality</i> is an immersive and interactive experience developed by food design company Post Dining in 2019 in collaboration with South Australia's History Festival with City of Adelaide's support. The project celebrates the ways in which diverse food customs and cultures (Kaurana, Iranian, Latvian) enrich our city. The 2020 version of <i>Hunt and Gather</i> was planned to be held and presented in partnership with the Migration Museum as part of the launching of the inaugural Adelaide Food Fringe Festival. Due to Covid-19 the project was reviewed for online delivery.	\$2,000 February 2020
Royal South Australian Society of Arts Inc.	Online Exhibition Adelaide Art Photographers c 1970-2000 Exhibition	<i>The exhibition Adelaide Art Photographers c1970 – 2000</i> fills a gap in the awareness of the history of Adelaide's photography pre-photoshop: photographs developed in camera, in dark rooms using equipment created by photographers. The book of the same name was funded and produced by the joint curators, artists and photographers Dr Adam Dutkiewicz FRSASA and Gary Sauer-Thompson. The exhibition, presented at the Royal South Australian Society of Arts Inc, opened on Sunday 22 March. However, only 23 people were able to be present at the opening event rather than the expected 75 – 100 due to COVID 19 social distancing requirements. The gallery was closed after two hours and remains closed during the coronavirus pandemic. The aim of this project is to present the exhibition online and facilitate people's access from people's homes. The online exhibition will include 3 videos of the exhibition (art works on the RSASA gallery walls, opening ceremony speakers President RSASA David Baker and guest speaker, and a walk around the exhibition), a catalogue, book cover photo, an Essay by Gary Sauer- Thompson, information on purchasing and contact for administrator.	\$2,000 May 2020
<b>Category Five - Live Music Enterprise– up to \$5,000 (once off)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>
Nicholas Gencarelli	Electric Avenue	Local event promoter and planner Nicholas Gencarelli delivered a pop-up electronic music party in the East Parklands. This grant supported Gencarelli's live music enterprise by enabling him to continue building a strong brand in the local events space and music scene, helping to foster a career in event management and promotion. It also assisted him in providing a budget to adequately execute and promote one of his bigger events.	\$5,000 July 2019



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Callum Neilson	Bad Habits	“Bad Habits” hosted a monthly curated live music line up that celebrated Adelaide’s best up and coming live music acts whilst pairing them with more established interstate live music acts. They project drew audiences to Chateau Apollo and Roxies’ on a monthly basis. The project targeted young people between 18-25 and provided opportunities for young local alternative live music acts highlighting female fronted, gender non-specific and culturally diverse live music acts.	\$5,000 July 2019
<b>Category Six - Cultural Promotion – up to \$2,000 (once-off)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>
Erin Fowler	Brand Launch	Erin Fowler Projects (EFP) is a project-based arts company from Adelaide, Australia. EFP operates under five main areas including creation and performance, movement facilitation and consultation, schools’ education, community engagement and artistic development. Erin Fowler received funding to engage Amy Milhinch, Creative Director of Freerange Future, to develop a marketing and branding strategy for EFP reflecting the diversity of the areas the company works with in anticipation of a company launch event. The launch event was impacted by COVID-19.	\$2,000 December 2019
Helpmann Academy	Helpmann Academy Home Alone Film Festival	The Helpmann Academy Home Alone Film Fest is an online, short-film competition for South Australian emerging filmmakers. Responding to the theme of ‘creativity in isolation’, filmmakers will have the opportunity to share their thoughts, feelings, stories, images, and moments with the community as they navigate living through the COVID-19 pandemic. All shortlisted films will be shown via the Helpmann Academy Facebook page, with the winning film (judged by an esteemed panel of filmmakers - Scott Hicks, Richard Jasek, Mat Kesting (Adelaide Film Festival), and Maya Newell (Closer Productions) receiving \$7,000 and the People’s Choice Film awarded \$3,000. The aim of the film festival is to promote creativity while in isolation, to showcase some of the incredible emerging talent our state has to offer and to provide much needed funds to the winning participants. The festival will also put the work of these emerging creatives in front of a panel of leaders in the film industry in Australia (and internationally), as well as an extended audience online. These films can also be used in the future by these artists for showreels. While the festival is open to all SA-based creatives it provides the opportunity for city-based creatives to participate and will be promoted widely across the city, including in City Mag. The Festival provides a meaningful opportunity for creatives to be employed and to use their expertise to inspire and engage with local audiences. It is also an opportunity for the impact of COVID19 on the City to be captured in the resultant films which would be a valuable resource for the City and will showcase the City to wider audiences further afield.	\$2,000 May 2020

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**RECREATION AND SPORT GRANTS PROGRAM - Summary of Funding Recommendations (Under \$10k)**

<b>Category Two: Programs - up to \$10,000 (Multi Year)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>
SANFL	SANFL Nations Cup Festival	<p>The South Australian National Football League (SANFL) requested funding to support delivery of the 2020 SANFL Nations Cup Festival, a program that provides education and physical activity opportunities for multicultural communities. The month-long program includes a launch event as well as education sessions that culminate in a football carnival and cultural festival in the Adelaide Park Lands. The program was held for the first time in 2019 with six teams participating, SANFL hope to grow the program to a minimum of eight teams with funding support. It is anticipated that 250 participants from a range of countries including China, Pakistan, Afghanistan, India, Lebanon &amp; Vietnam among others will benefit from the program taking place at Adelaide Oval, Minno Wirra/Golden Wattle Park (Park 21W) &amp; Kurangga/Blue Gum Park (Park 20). There is no cost for participants involved with the program.</p> <p>The delivery of this program has been delayed due to Covid-19.</p>	\$8,000 September 2019
Touch Football SA	City Touch Competition Growth and Diversification	<p>The City Touch is a competition delivered by Touch Football Australia (SA) in Carriage Way Park/Tuthangga (Park 17). Three separate touch football seasons are delivered over a twelve-month period: Summer (October to February) Autumn (March to May) and Winter (May to September). Touch Football Australia (SA) are seeking funding to expand their junior competition, reinvigorate their Women's competition and initiate a Family Competition at City Touch over the next three years. Council funds will assist in covering costs including the purchase of equipment, marketing, provision of referees and coaches, as well as the upskilling of new officials. It is anticipated that 190 participants will benefit from the project with the aim of growing the junior program but also the reinvigoration of the women's competition which has not taken place since 2015 and the introduction of a family competition which will allow family members of all ages to play on the same team.</p> <p>This program commenced but has been delayed due to Covid-19.</p>	\$5,000 September 2019

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Maya Karate Academy	Self-Defence Course for students living in student accommodation	<p>Maya Karate Academy are seeking support to deliver a program that is aimed at enhancing the safety and security of students living in student accommodation facilities on the West side of the CBD. It will focus on University of Adelaide Village, Atira Student Living and UniLodge City Gardens. The program will deliver self-defence classes for students on site at each of the three accommodation providers for a total of six weeks.</p> <p>Delivery will be delayed until Covid-19 restrictions are reduced.</p>	\$2,000 May 2020
Trees for Life	Regenerate in the Adelaide Parklands	<p>Trees for Life are seeking support to expand their Regenerate program to the Adelaide Park Lands. The aim of the program is to connect people with nature to improve their mental health and physical wellbeing through a series of relaxed activities including nature walks and Bushcare. The program, which will focus on international students and residents over 55 years of age, would operate over 12 months delivering a total of 15 opportunities in the Park Lands.</p> <p>Delivery would be delayed initially due to Covid-19 until Government restrictions are reduced. Will be possible to deliver in small groups practicing social distancing.</p>	\$10,000 May 2020
<b>Category Three: Events - up to \$10,000 (Multi Year)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>
Initiate Events	Spartan Race Adelaide	<p>Initiate Events are seeking funding to support the creation of the Spartan Adelaide Race in 2020. Spartan is the world's #1 obstacle race series, designed to get regular people motivated, active and training for a life changing challenge. The Spartan Adelaide project will consist of fully integrated community engagement program that will culminate in the "Spartan Adelaide Sprint" event which will be delivered by an established events tourism model.</p> <p>Delivery will be delayed until Covid-19 restrictions are reduced.</p>	\$10,000 May 2020
<b>Category Four: Quick Response - up to \$2,000 (once off)</b>			
<b>Recipient</b>	<b>Name of Project</b>	<b>Project Details</b>	<b>Amount and Date Awarded</b>

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University of South Australia Lacrosse Club	City West Indoor Lacrosse Competition	Uni SA Lacrosse Club ran a 10-week indoor 5-a-side social competition at Uni SA's Pridham Hall at the City West Campus. The competition was open for anyone in the community to participate but with a particular focus on university students from Uni SA, Adelaide and Flinders Universities. The competition took place weekly between October and December 2019 with 8 teams entering totalling 50 participants. Grand funding contributed towards hall hire and umpire fees, allowing the entry fee for teams to be kept affordable and therefore attracting more players. The club hoped that the social competition would help them to grow their membership base.	\$2,000 June 2019
Torrens Rowing Club	Purchase of new radios to increase participation and quality of programs	Torrens Rowing Club sought funding to purchase seven waterproof radios for use during on water sessions. The radios will assist the club in increasing carrying capacity, as it means coaches can work with multiple crews per session instead of only one that they can currently manage. This will allow more participants to take part in sessions without needing to increase the number of coaches, reducing costs allowing the club to keep costs to participants low as well as offer free come n try sessions. The radios will be used at all levels from learn to row for kids and adults through to their master's category. The Club believes the radios will also assist them in improving their coaching delivery as they will be able to provide constant feedback to participants. They also hope that the radios will increase the opportunities for members to be mentored as coaches as a mentor can provide advice from either the riverbank or within another boat using the radios.	\$1,200 June 2019
Maya Karate Academy	Self Defence Course South West Community Centre	Maya Karate Academy requested funding to support them to run a self-defence course at the South West Community Centre (SWCC) in September/October 2019. The free program was actually delivered for six weeks at both the SWCC and the Box Factory with a total of 35 participants. The course targeted women of all ages and abilities with the aim of supporting participants to feel safer around the Park Lands and City as well as increasing their levels of physical activity.	\$1,000 August 2019
Woodville Croquet Club	Purchase of Junior croquet mallets and uniforms to be used at Hutt Road for Croquet SA U21 competitions and events	Woodville Croquet Club received funding to purchase equipment to support the delivery of the first State Under 21 State Golf Croquet Championships, to be held in Carriageway Park / Tuthangga (Park 17), 1-3 October 2019. Funding contributed towards funding uniforms and more importantly junior size mallets for the competition. The mallets will be stored at Croquet SA permanently and used for juniors annually at the tournament, as well as new juniors attending coaching sessions in Metro Adelaide (including Park 17) throughout the year. 13 young people participated in the tournament, supported by Croquet SA with the second placed participant using one of the mallets purchased.	\$1,300 September 2019

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Football SA	Park 21 Pitch Activation	<p>Football South Australia received funding to purchase an additional set of soccer goals for Veale Park / Walyu Yarta (Park 21). The aim of purchasing the goals was to allow Football SA to turn their existing two pitch facility into a three-pitch facility, increasing the capacity on the site. The goals were installed ready for the new season with the new pitch being utilised on Saturdays and Sundays. Football SA would manage the hire of the pitch through sub licence agreements. Council funds contributed towards the purchase and installation of the goals with Football SA covering the remaining costs.</p> <p>Whilst Football SA have purchased the goals, the Soccer Season is currently postponed due to Covid-19.</p>	\$2,000 November 2019
Pashtun Association of South Australia	Multicultural Community Twenty20 Cricket Competition	<p>Pashtun Association of SA (PASA) requested funding to support delivery of a summer (November-April) T20 cricket competition in Victoria Park / Pakapakanthi (Park 16). Up to 20 PASA volunteers support the delivery of the program which provides 10 umpires with paid work. The competition allows multicultural communities to play in friendly matches in front of their families and other community members. Through community leaders and ambassadors (from 25 different communities), PASA target refugees, newly arrived migrants and students, bringing communities together to improve their wellbeing and at the same time provide information sessions in partnership with key service providers in the City. Up to 40 teams were expected to participate with Council funds used to reduce participant fees and contribute to the cost of equipment (e.g. cricket balls).</p> <p>This competition ran for most of the summer, but the final month was postponed due to Covid-19.</p>	\$2,000 November 2019
Virginia Barratt	Becoming Yoga	<p>Local resident Virginia Barratt received funding to support the establishment of a yoga class for the LGBTQI community that feel uncomfortable attending more established yoga studios. Virginia is a sole trader and qualified yoga instructor and ran the classes herself, once per week at the Minor Works building. Classes last between 1.5-2 hours, are free of charge and open to all ages, bodies and levels of experience. Council funds will cover insurances, her reduced instructor fee, marketing and some start up equipment. It is intended the class will run for a year. Due to Covid-19 and the temporary closure of the Minor Works Building, Virginia has started to provide these classes virtually and now does an hour per day with around five participants.</p>	\$1,000 November 2019

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Club 8 Sports	Club 8 Sports Season One	Club 8 Sports is a start-up business looking to promote mixed social sports throughout the Adelaide Park Lands. The program combines a series of sports including football, soccer, cricket, touch rugby, dodgeball, volleyball, ultimate frisbee and kickball, and will run weekly for 8 weeks commencing in February 2020 within Denise Norton Park/Pardipardinyilla (Park 2). The aim of the program is to engage people that aren't currently active by offering social competitions, with a particular focus on men and women in the 18-55 age group. Club Sport will look to create a fun, friendly and inclusive environment. This program commenced as planned in February 2020 but had to be postponed after 4 weeks due to Covid-19.	\$2,000 December 2019
Telugu Association of SA	Get in the Game Community Cricket	Telugu Association of SA (TASA) received funding to increase the number of participants in their annual cricket competition. Commencing in April 2020, the T20 competition runs annually for 7 weeks in Golden Wattle Park/Mirnu Wirra (Park 21W). Grant funding allowed TASA to reduce the registration fees for the competition, which in turn they hope will assist them in attracting more teams. Council funds will contribute towards facility hire fees, equipment and umpire fees. This competition has been postponed due to Covid-19.	\$2,000 December 2019
Adelaide Tritons Water Polo Club	Come n Try	Adelaide Tritons Water Polo Club received funding to support the delivery of a six week free come n try program for primary school age children. The program will take place at weekly on Sundays at Adelaide Aquatic Centre from 15 March to 26 April and the club hope to attract around 40 participants. The primary school age range has been selected, as the club lacks numbers specifically in that area and a plan is in place to further support free or discounted coaching for those who want to continue participating using the School Sport Vouchers program. This program is now on hold due to Covid-19 and until the Adelaide Aquatic Centre re-opens.	\$1,700 February 2020
Club de Petanque d'Adelaide	All weather protection Player Stations Club de Petanque d'Adelaide	Club de Petanque d'Adelaide received funding to purchase a marquee, umbrellas, tables and chairs to provide sheltered rest areas for players. The equipment will meet the needs of elderly and members with disability who have difficulty standing for long periods. There is currently no shade equipment on the piste with players currently using the clubrooms for umbrellas and shade will provide sun protection in hot weather. It's anticipated that the equipment will increase use of the facility and encourage participation by improving playing conditions. The club currently has approximately 150 members and hosts approximately 2,500 players per year. The club has a strategy to increase participation and	\$1,882 February 2020

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		membership by offering more school-based activities and working closely with the Adelaide French community.	
City Dirt	Pump track revitalisation and activation	<p>The Adelaide City Dirt Jump Club volunteers are currently restoring the pump track and requested funding to purchase soil stabiliser to ensure longevity of the pump track, reduce ongoing maintenance and allow the track to be ridden in more weather conditions. The City Dirt Club held community pump track racing events as part of Parks Month in March to increase use of the track and to raise awareness of the facility and volunteer opportunities. It is typical for between 80 to 100 visitors to attend the City Dirt precinct daily on weekends. As the pump track is suitable for riders from beginner to advanced level, it's anticipated that the restoration of the pump track and the introduction of community pump track racing will significantly increase the number of visitors to the precinct.</p> <p>The soil stabiliser is non-toxic and biodegradable. The use of the product will reduce the need to water the pump track in dry conditions and will act as a test case to determine whether a similar surface treatment should be applied to improve the intermediate track and further reduce the track maintenance.</p>	\$2,000 February 2020
Adelaide International Pedal Prix Inc.	Expanding Adelaide Participation	AIPP received funding to engage with schools in the City of Adelaide and host a free come and try event at Victoria Park to encourage schools and their students to participate in Pedal Prix. Currently no schools within the council area are involved in the sport. Schools wishing to participate further will be supported through fee reductions, equipment provision and mentoring. Pedal Prix host two races a year at Victoria Park attracting over 200 teams. This grant will target an additional ten schools to participate in the events. This project is currently postponed due to Covid 19.	\$1,000 February 2020
South Australian Disc Golf Association	Come and Try Disc Golf	South Australian Disc Golf (SADG) requested funding to support them to deliver two come and try events as part of Parks Month. Two sessions were due to take place in King Rodney Park/ Ityamai-itpina (Park 15), on 29 March and 19 April. SADG aim to attract up to 100 participants across the two sessions, which will aim to teach newcomers the basic rules, safety and how to throw the discs. With a permanent Disc Golf course soon to be installed in this location, it is a great opportunity to raise awareness with the community. Part of the grant will go towards the cost of purchasing discs that can be given to each family participating in the come and try sessions. Participants will be able to keep the discs, which will hopefully encourage them to use the course once installed and stay involved with the sport either as a casual player or club member. Funding will also support marketing, set up and hire fees.	\$2,000 February 2020

**ATTACHMENT C – 2019/20 grant recommendations under \$10k approved under CEO delegation**

		This project is postponed due to Covid-19.	
Riverside Rowing Club	Sculling Oars (yellow handles)	Riverside rowing club requested support to purchase 4 sets of Sculling Oars (yellow handled). These oars have narrower handles than standard oars, meaning they are better suited to female and younger participants with smaller hands. The club see this as a way of supporting their existing members but also hope to be able to attract new female and younger participants by having equipment available that is better suited to them.	\$1,000 March 2020
Pembroke Old Scholars Soccer Club	VEO CAMERA SYSTEM	Pembroke Old Scholars soccer club sought funding to purchase an autonomous camera system that records the entirety of the pitch for the entirety of the match. This system will be used predominately to deter violent conduct in games (especially behind play) and free up volunteer(s) who must man the current manual camera setup as well as download and edit footage afterwards. The club hope the system will improve safety for their members but also help them maintain some of their older players who stop playing as they can't risk being injured from a dangerous tackle or assault and unable to work in their professional lives. The Collegiate League are supportive of this equipment being used as a trial, if successful they are keen to roll it out across the league. The Club will continue to pay the monthly subscription to the cloud system that the camera utilises. Funding will enable the club to purchase all the equipment they require.	\$2,000 April 2020



# City Connector Review

**ITEM 10.6** 09/06/2020  
**Council**

2019/02429  
Public

**Program Contact:**  
Shanti Ditter, AD Planning,  
Design & Development 8203  
7756  
**Approving Officer:**  
Klinton Devenish, Director Place

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## EXECUTIVE SUMMARY

As part of a major Public Transport Services Review, the Department of Planning, Transport and Infrastructure (DPTI) has advised of its intention to modify the City Connector service to improve efficiency and to remove sections of duplication with the free tram network in the City. Modification of the service will result in changes to routes and frequency. It is anticipated to operate at a reduced cost to the City of Adelaide.

The City Connector service was suspended by DPTI on 6 April 2020 based on advice from SA Health regarding COVID-19 restrictions. It remains suspended until further notice and is subject to advice from SA Health and the State Government.

The purpose of this report is to assess the impacts of the proposed City Connector route modifications and to examine potential alternatives to the service, to provide Council's feedback to DPTI.

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## RECOMMENDATION

### That Council:

1. Notes the City of Adelaide's need to resolve the Deed of Agreement with DPTI regarding the City Connector service.
2. Endorses the Administration to continue working with DPTI on options for providing a City Connector service, to further explore opportunities, costs and impacts of each option, with a report to be brought back to Council for endorsement, following consultation which will be undertaken by DPTI in June 2020.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	<b>Strategic Alignment – Liveable</b> Encourage the State Government to improve public transport to promote greater patronage, including continued investment and expansion of the free City Connector Services
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Changes to the Connector Service will managed within existing resources
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Opportunity to provide a more efficient public transport service to the community
19/20 Budget Allocation	\$935k general operating
Proposed 20/21 Budget Allocation	\$923k general operating
Life of Project, Service, Initiative or (Expectancy of) Asset	A new Deed of Agreement will have an end date five years from the date of agreement, with opportunities for five-year extensions, up to a maximum of 25 years
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	\$923k (plus inflation) for the life of the deed to continue operating the service in addition to ongoing battery purchases for Tindo, and bus replacement at the end of the buses economic lives.
Other Funding Sources	DPTI will 50% co-fund a new City Connector service

## DISCUSSION

### Background

1. The Free City Connector service was expanded in 2014 to provide a service in the City and North Adelaide every 15-30 minutes, seven days a week. It currently caters for 17,000-18,000 passengers per week.
2. The service operates in a loop covering North Adelaide, with a 30-minute frequency in each direction, and the city, with 15-minute frequency in each direction.
3. The service is funded jointly by City of Adelaide (CoA) and the Department of Planning, Transport and Infrastructure (DPTI), with DPTI managing the service through the metropolitan east-west bus service provider Torrens Transit.
4. As part of its Public Transport Services Review, DPTI intends to modify the City Connector service (the service). The review is part of a network-wide suite of public transport changes aimed at improving efficiency.
5. While exclusively operating within the City of Adelaide, the City Connector forms part of the Adelaide Metro East – West contract area and any changes to the contract may have implications for the service.
6. DPTI's intentions for the review of the service is to remove duplication with the free tram network and improve the efficiency of the service.
7. The Deed of Agreement for the existing service was due to expire in 2023. The Minister for Transport, Infrastructure and Local Government has provided notice of his intention to terminate the existing Deed on 30 June 2020. A copy of the notice can be viewed (Link 1 view [here](#)).
8. The service costs approximately \$935k per annum which includes:
  - 8.1. \$872k contribution to DPTI to operate the service (indexed), inclusive of drivers, minor maintenance, fuel and operating six buses
  - 8.2. \$8k electricity for Tindo
  - 8.3. \$7k bus registration
  - 8.4. \$50k maintenance
9. The CoA owns three buses (2 diesel buses and Tindo) which are depreciating assets and will need to be replaced at the end of their economic lives, in addition to major lifecycle maintenance (including batteries for Tindo).
10. The service is relatively expensive when compared to other bus services in other cities:
  - 10.1. The cost per service kilometre is more than double the cost of bus services in other cities, at approximately \$22/km (compared to Sydney and Canberra bus services which are below \$10/km)
  - 10.2. The cost per passenger is approximately \$7 (fully subsidised by CoA and State Government), compared to Canberra and Brisbane services which are between \$4-5 per passenger
11. The service was suspended on 6 April 2020 due to COVID-19. We understand that the service will resume following further restrictions being lifted, based on advice from SA Health.

### Proposed Route

12. The South Australian Public Transport Authority (SAPTA) recommends a proposed route for the modified service. A copy of the proposed route can be viewed (Link 2 view [here](#)).
13. The recommended route includes some key differences to the existing, including:
  - 13.1. A single, out-and-back service for the city and North Adelaide, compared to the existing looped services.
  - 13.2. A 20-minute service frequency instead of the existing 15-minute frequency in the city and 30-minute frequency in North Adelaide.
  - 13.3. Removal of duplication on King William Street and North Terrace corresponding to the locations where DPTI provides free tram services.
  - 13.4. Removal of services from Mackinnon Parade, Jerningham Street and Kingston Terrace in North Adelaide.
  - 13.5. Removal of services from Hill Street, Ward Street and Buxton Street in North Adelaide,
  - 13.6. Removal of services from Currie Street and Morphett Street in the City.

14. Following our discussions with SAPTA, we understand that the proposed route has been determined based on patronage, service timing and ease of use.
  - 14.1. Most stops removed from the route which are not along the tram corridors, generally have very low patronage with fewer than 25 passengers boarding at these stops per day. See **Service Impacts**, below, for more information.
  - 14.2. The existing service operates with a 15-minute frequency in the City and 30 minute frequency in North Adelaide. The proposed 20-minute frequency would be equally intuitive and improves accessibility in North Adelaide. Operating the service with an extended route would require additional buses (and therefore cost) or a reduced frequency.
15. SAPTA will be undertaking public consultation on the proposed Adelaide Metro network changes in June 2020, which will include the proposed changes to the City Connector route.
16. Council's feedback on the service will be provided to SAPTA for consideration as part of the consultation.
17. We understand that proposed service changes are anticipated to be introduced in late 2020.

### Service Impacts

18. The route proposed by SAPTA will result in a reduction in the number of stops for the service within the CoA:
  - 18.1. 35 stops from a total of 65 will be removed, eight of these stops are along tram corridors and broadly aligned with tram stops.
  - 18.2. 28 of these stops are serviced by other regular Adelaide Metro routes.
  - 18.3. Six existing Adelaide Metro stops will be included, and three new stops constructed to accommodate the new route.
19. Some of the stops proposed to be removed have very low patronage, accommodating as few as four passengers per day (from surveys undertaken in late 2019). A map illustrating the popularity of each stop can be viewed here (Link 3 view [here](#)). A table ranking stops by popularity, patronage and impact from the proposed route can be viewed (Link 4 view [here](#)).
20. The removal of the Jerningham Street stop will have the greatest impact, as this is one of the most popular stops on the network. The removal of Hill Street will also impact access in North Adelaide west of Wellington Square.
21. The CoA has a population of approximately 24,000. This is projected to increase to over 50,000 by 2041. A map illustrating the current and projected population by area in the CoA can be viewed here (Link 5 view [here](#)). A map illustrating population age demographics can be viewed here (Link 6 view [here](#)).
  - 21.1. The proposed City Connector route will not directly service the west CBD area bordered by North Terrace, Grote Street, West Terrace and King William Street. However, the route will service Grote Street and the area is bounded by the tram to the north and west.
    - 21.1.1. This area accounts for 18% of the current population which is also expected to experience significant growth and is projected to make up 23% of the population of the City of Adelaide.
    - 21.1.2. City Connector patronage in this area is currently low, accounting for 12% of trips over 9 stops.
  - 21.2. Lower North Adelaide will be served by stops on Lefevre Terrace and Brougham Place but will lose the popular Jerningham street stop.
    - 21.2.1. The area accounts for 10% of the current and 5% of the projected population.
    - 21.2.2. City Connector patronage in this area is 7%, with Jerningham Street alone accounting for 6%.
  - 21.3. Accessibility to the west of upper North Adelaide is reduced, with some areas up to 1.1km from the nearest Connector bus stop.
  - 21.4. Service to the southern and eastern areas of the city remain unchanged.
22. A number of new developments are planned or under construction in the CoA. The majority are in the city, with a limited number in North Adelaide. A map illustrating planned and commenced development in the CoA can be viewed (Link 7 view [here](#)).
23. Developments are dispersed throughout the city. There is a large concentration in the west CBD, which is not served by the proposed route, but the majority of new developments are within one block of City Connector or tram services.

### City of Adelaide Feedback

24. Improvements to the route can be made to increase accessibility and reduce impacts to users, including altering the service to travel along:
- 24.1. MacKinnon Parade, Jerningham Street and Kingston Terrace, to service the Melbourne Street precinct
  - 24.2. Hill Street, Ward Street and Buxton Street, to service the western areas of upper North Adelaide
25. These alternate options can be viewed (Link 8 view [here](#)).

### Free Adelaide Metro Travel

26. On 12 May 2020 Council endorsed a Motion requesting that the Lord Mayor write to the State Government requesting all Adelaide Metro Bus and Tram services operate free of charge within the City of Adelaide boundary.
27. Travel is already provided free to Seniors card holders on all Adelaide Metro services outside of weekday morning (7-9am) and afternoon peak (3-7pm) periods.
28. Providing free travel to everyone on all Adelaide Metro services in the city could serve as a replacement for the City Connector. A request for free Metro travel will be made to State Government following Council's decision in May 2020.
29. SAPTA has previously advised that zoned fares were considered as part of the Public Transport Services Review, but that the system was not considered feasible:
- 29.1. Public transport in South Australia requires passengers to 'tap on' to validate as they board the service, but they do not have to 'tap off' when alighting and the infrastructure is not in place on buses to accommodate 'tap off'.
  - 29.2. The lack of 'tap off' infrastructure means that it would not be possible to monitor whether patrons are only using the free service within the CoA or are travelling beyond the city limits without validating.
  - 29.3. To implement free CoA bus travel would require the installation of 'tap off' facilities on all metro buses and a reprogramming of the validation software. This was considered prohibitively expensive and the option was not pursued at the time.

### Other Transport Services

30. The CoA operates a weekly community bus for elderly residents. The service collects users from their homes and takes them to the Central Market. The service:
- 30.1. Costs \$2 per round trip and attracts 12-15 users on average.
  - 30.2. Is 100% funded by the federal Government. Applications are managed by My Age Care.
  - 30.3. Was suspended at the end of March as a consequence of COVID-19.
31. The University of Adelaide operates a free after-hours shuttle bus for students and staff. The bus operates between 5:30pm and 11:30pm and provides transport to all residential areas in the CoA.
32. Both the University of Adelaide and the University of South Australia operate bus services between their respective campuses. The services are available for staff and students.

### On-Demand Bus Service

33. On-demand transport is a public transportation system that dynamically adapts to demand. Vehicles only go where and when they are needed. Instead of hailing the bus at a traditional bus stop, passengers can either plan ahead or book at short notice and meet their bus at a nearby 'stop'. Service routes are determined based on passenger origin and destination and are optimised to reduce distance and journey time.
34. Services can use a single transport mode or integrate multiple modes – linking to traditional public transport, to rideshare services, and to emerging mobility options.
35. On-demand transport is an emerging discipline and continues to be refined to identify and address issues with the service. Successful operation of the service requires comprehensive planning and integration with the broader transport network, and we note that at present, an on-demand service is unlikely to replace the existing Connector bus service, but supplement existing transport options.
36. SAPTA has been trialling on-demand services in Gawler and Mount Barker.
- 36.1. Background research was undertaken by service providers using tools such as mobile data to understand the movement of customers.

- 36.2. The research has indicated that on-demand services typically work well where a responsive service is needed to meet the challenge of low or irregular passenger demand, in sparsely populated areas, or in off peak periods.
- 36.3. In this context, low patronage would be hundreds per day rather than thousands as currently carried by the City Connector and on-demand services have not been found to scale up successfully when patronage is higher.
- 36.4. SAPTA has advised that, based on their findings and experience operating the service, they would not support the implementation of an on-demand service in the CoA.

### **City Access Strategy**

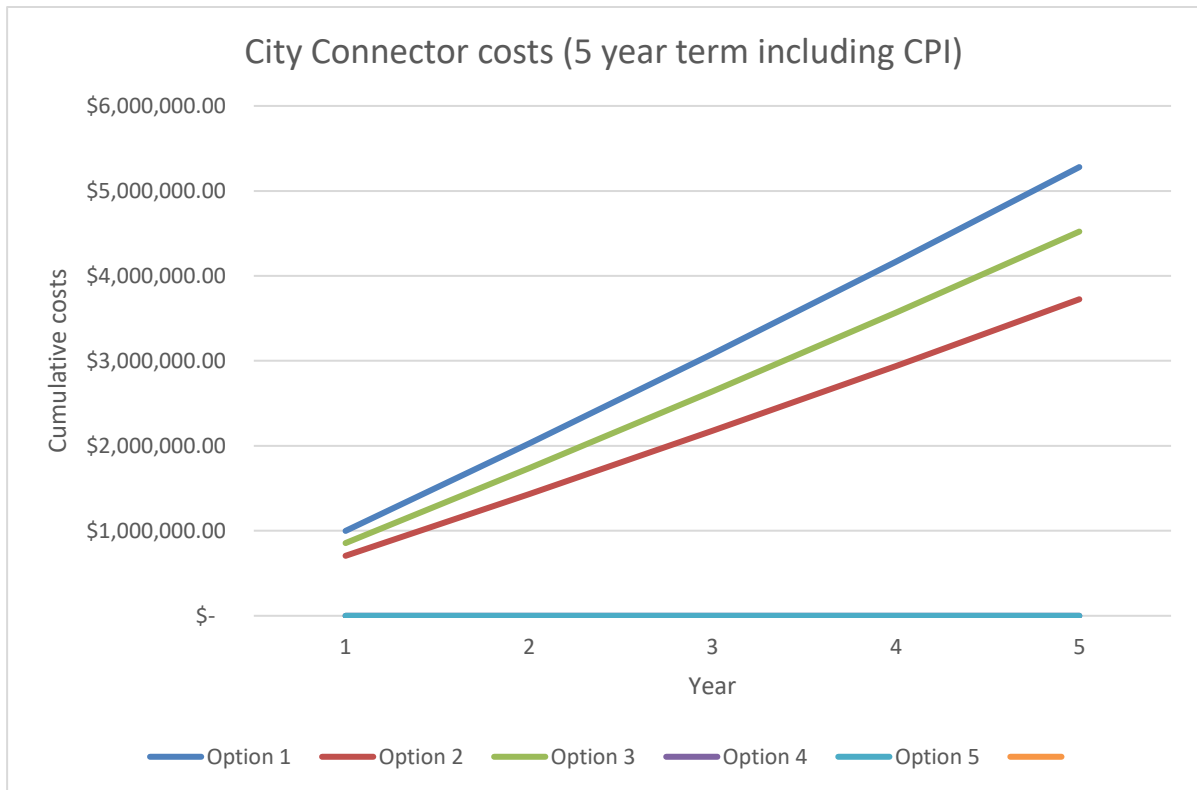
- 37. The City Access Strategy (the Strategy), a project from the Capital City Committee in collaboration with DPTI and CoA, aims to establish a future vision for transport and movement in the CoA.
- 38. The Strategy will take an integrated approach to the planning for transport infrastructure and services to support future growth in population, employment and visitors in the CoA and surrounding suburbs.
- 39. While not specifically examining any one service, the Strategy will consider bus movement in the city, with the aim of expanding service catchment and improving efficiency.

### **City Connector options**

- 40. A number of options have been considered for the future of the Connector bus service including:
  - 40.1. Option 1: continue with existing Connector route, co-funded with DPTI
  - 40.2. Option 2: adopt the DPTI proposed Connector route, co-funded with DPTI
  - 40.3. Option 3: adopt the DPTI proposed Connector route with modifications to include Hill Street and Jerningham Street, co-funded with DPTI
  - 40.4. Option 4: cancel the Connector service, and trial an on-demand transport service or similar
  - 40.5. Option 5: cancel the Connector service
- 41. The options are summarised in the below table:

Options	Opportunities	Risks	Financial implications	Community implications
Option 1: continue with existing Connector route, co-funded with DPTI	<ul style="list-style-type: none"> <li>Retains existing routes, coverage and frequency</li> </ul>	<ul style="list-style-type: none"> <li>Not supported by DPTI and co-funding may not be agreed due to duplication with free tram services</li> </ul>	<ul style="list-style-type: none"> <li>Estimated continuing cost per annum: \$923k</li> <li>Estimated 5 year contract cost: \$4.9m</li> <li>CoA may have to fund full service or cover shortfall</li> <li>High service costs remain</li> </ul>	<ul style="list-style-type: none"> <li>Maintains current level of service</li> </ul>
Option 2: adopt the DPTI proposed Connector route, co-funded with DPTI	<ul style="list-style-type: none"> <li>Removes duplication with tram services</li> <li>Integrates with revised Metro network</li> <li>Improved frequency to North Adelaide</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in coverage (North Adelaide west, Melbourne St, Morphett St)</li> </ul>	<ul style="list-style-type: none"> <li>Estimated continuing cost per annum: \$630k</li> <li>Estimated 5 year contract cost: \$3.4m</li> <li>Reduced, but still high service costs remain</li> </ul>	<ul style="list-style-type: none"> <li>Reduced coverage within the city from existing</li> <li>Less confusing routes</li> </ul>
Option 3: adopt the DPTI proposed Connector route with modifications to include Hill Street and Jerningham Street, co-funded with DPTI	<ul style="list-style-type: none"> <li>Removes duplication with tram</li> <li>Retains existing North Adelaide coverage</li> </ul>	<ul style="list-style-type: none"> <li>Will need to be agreed to by DPTI</li> </ul>	<ul style="list-style-type: none"> <li>Estimated continuing cost per annum: \$780k</li> <li>Estimated 5 year contract cost: \$4.2m</li> </ul>	<ul style="list-style-type: none"> <li>Reduced coverage within the city from existing</li> <li>Less confusing routes</li> <li>Reduced residential impact</li> </ul>
Option 4: cancel the Connector service, and trial an on-demand transport service	<ul style="list-style-type: none"> <li>Highly efficient compared to timetabled services</li> <li>Would highlight Adelaide as a progressive city</li> </ul>	<ul style="list-style-type: none"> <li>Detailed investigation required before implementation</li> <li>An emerging approach, teething problems likely</li> <li>Not currently feasible for current Connector volumes</li> </ul>	<ul style="list-style-type: none"> <li>Likely cost savings over Connector bus</li> </ul>	<ul style="list-style-type: none"> <li>More direct and efficient than bus</li> <li>Users may take time to adapt</li> <li>Relies on technology which will be a barrier for some existing users</li> <li>Will not meet user demand</li> </ul>
Option 5: cancel the Connector service	<ul style="list-style-type: none"> <li>Funds could be directed elsewhere</li> <li>Discuss with DPTI opportunity to provide free travel within the City and North Adelaide</li> </ul>	<ul style="list-style-type: none"> <li>Reputational risk to Council</li> <li>Reduces city connectivity</li> </ul>	<ul style="list-style-type: none"> <li>Significant cost savings - \$1m per annum</li> </ul>	<ul style="list-style-type: none"> <li>Would reduce accessibility of the city</li> </ul>

42. Costs for the various options are summarised in the below chart over a 5 year term, which would be the initial duration of the service changes. The costs shown include operational costs and depreciation to the 3 buses that CoA own and contribute to the service. The costs for Option 4 are not included as the option has not been scoped or currently given due consideration by DPTI.



## DATA & SUPPORTING INFORMATION

**Link 1** - Minister for Transport - Intention to Terminate City Connector Services

**Link 2** - Map of Proposed City Connector Route

**Link 3** - Map of City Connector Stop Popularity

**Link 4** - Table of City Connector Stop Patronage

**Link 5** - Map of Current and Projected City of Adelaide Population

**Link 6** - Map of City of Adelaide Population Age Demographics

**Link 7** - Map of Recent and Planned Development in the City of Adelaide

**Link 8** - Map of City of Adelaide's Proposed City Connector Route

## ATTACHMENTS

Nil

- END OF REPORT -



# City of Adelaide Submission – Federal Parliamentary Inquiry into Homelessness

**ITEM 10.7** 09/06/2020  
**Council**

2017/03664  
Public

**Program Contact:**  
Christie Anthoney, AD Community  
& Culture 8203 7444

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

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## EXECUTIVE SUMMARY

The Commonwealth Government, through the House of Representatives Standing Committee on Social Policy and Legal Affairs is inviting submissions from individuals and organisations for the Inquiry into homelessness in Australia.

In April 2020, Council endorsed a previous version of a submission, prior to the Inquiry being put on hold due to COVID-19. The inquiry has now reopened and submissions are due on 12 June 2020.

The purpose of this report is to provide Council with an updated submission from of the City of Adelaide and seek endorsement with additional information relating to the COVID-19 response to rough sleepers.

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## RECOMMENDATION

### THAT COUNCIL

1. Notes that the House of Representatives Standing Committee on Social Policy and Legal Affairs will inquire into and report on homelessness in Australia.
  2. Approves the attached submission to the Parliamentary Inquiry into Homelessness in Australia as per Attachment A to Item 10.7 on the Agenda for the meeting of Council held on 9 June 2020.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	<b>Strategic Alignment – Liveable</b> Developing and creating strong and resilient City communities that are welcoming and encourage people of all ages, cultures and means to participate in City life. Working with the State Government, community leaders and community organisations to support vulnerable members of the community.
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	The submission provides an opportunity for Council to communicate its position on homelessness and housing in the City to the Federal Government.
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 Federal Government is now inviting submissions into Parliamentary Inquiry into Homelessness. The attached submission (**Attachment A**) is recommended as the City of Adelaide's response to the Terms of Reference [\[https://www.aph.gov.au/Parliamentary\\_Business/Committees/House/Social\\_Policy\\_and\\_Legal\\_Affairs/HomelessnessinAustralia/Terms\\_of\\_Reference\]](https://www.aph.gov.au/Parliamentary_Business/Committees/House/Social_Policy_and_Legal_Affairs/HomelessnessinAustralia/Terms_of_Reference) set out Standing Committee on Social Policy and Legal Affairs.
  2. The submission has been prepared using experience from the City of Adelaide's collaborative work with the homelessness sector particularly through the Adelaide Zero Project and based on a number of decisions of Council from successful motions. These include:
    - 2.1. *Becoming a Strategic Partner with the Don Dunstan Foundation to provide backbone support for the Adelaide Zero Project.*
    - 2.2. *Supporting the Raise the Rate campaign to increase Newstart.*
    - 2.3. *Supporting the Everybody's Home campaign for more investment across the country in social and affordable housing.*
    - 2.4. *Investigation into the role Council can play to facilitate the development of social and affordable housing in the City.*
    - 2.5. *Committing \$200,000 towards the implementation of the recommendations of Dame Louise Casey's report into Inner City Homelessness services, contingent of further State Government funding.*
    - 2.6. *Advocating to the Minister for Human Services and Minister for Health and Wellbeing for increased funding to the homelessness, mental health and drug and alcohol sectors and better coordination of these services to increase access.*
    - 2.7. *Declaring a homelessness crisis in the City of Adelaide.*
    - 2.8. *Opposing the transfer of 25% of mental health funding from local non-government organisations to the federal National Disability Insurance Scheme and urging a reconsideration.*
    - 2.9. *Working with the homelessness sector to investigate options for temporary shelter for people who are sleeping rough in the City.*
    - 2.10. *Funding the development of two business cases for 1. better coordination of homelessness, health and housing services in the City and; 2. Addressing the mobility of Aboriginal groups between remote communities and regional urban centres, such the City.*
  3. The submission focuses on the inquiry areas set out in the Terms of Reference that are most applicable to the City of Adelaide. This covers:
    - 3.1. The incidence of homelessness in Australia
    - 3.2. Factors affecting homelessness, including the housing market
    - 3.3. Services to support people who are homeless or at risk of homelessness
    - 3.4. Support and services for particular at risk groups such as Aboriginal people living with a disability, and mental illness
    - 3.5. Examples of best practice in Australia and internationally
    - 3.6. Data collection and publication
    - 3.7. Governance and funding arrangements, particularly as they relate to the responsibility of Local, State, Territory and Federal Governments.
  4. The updated submission includes observations of the State Government's response to accommodating people sleeping rough during the COVID-19 pandemic and identifies learning and opportunities from this response.
  5. The City of Adelaide's submission supports the messages provided by the Adelaide Zero Project, in particular the recommendations of the report by Thinker in Residence Dr Nonie Brennan and the Council of Capital City Lord Mayors that are key to their own submissions to the inquiry.
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## DATA & SUPPORTING INFORMATION

Parliamentary Inquiry into Homelessness Terms of Reference

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## ATTACHMENTS

**Attachment A** – Submission – Parliamentary Enquiry into Homelessness

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- END OF REPORT -

## Parliamentary Enquiry into Homelessness

### Submission by the City of Adelaide

#### Introduction

The City of Adelaide has had a long history of working with Government and non-government organisations to support people experiencing/ at risk of homelessness. The City of Adelaide has also often played an active role in the provision of a range of housing outcomes for the city. This submission is made at a time when Council has identified a desire to increase its role in these related policy areas.

Since 2012, Council has delivered the Homeless and Vulnerable People Project funded in partnership with the South Australian Government through the National Housing and Homelessness Agreement. The Homeless and Vulnerable People Project works with internal Council stakeholders, inner city homelessness and other social services and the broader community to provide support by connecting people experiencing/ at risk of homelessness, in particular those sleeping rough. This project undertakes this role with consideration of the needs of all users of the city's public spaces.

The City of Adelaide has also had a long history of partnering with the Federal Government, State Government and community housing providers to deliver social and affordable housing developments such as Sydney Place, Whitmore Square, Ergo (Stage 1), Common Ground (Bus Station and Mellor Street) and Uno on Waymouth.

More recently, the City of Adelaide has strongly advocated for more joined- up solutions across all tiers of Government to better support people experiencing/ at risk of homelessness or on low incomes. Some examples of this advocacy are:

- Becoming a Strategic Partner with the Don Dunstan Foundation to provide backbone support for the [Adelaide Zero Project](#).
- Supporting the Raise the Rate campaign to increase Newstart.
- Supporting the *Everybody's Home* campaign for more investment across the country in social and affordable housing.
- Investigation into the role Council can play to facilitate the development of social and affordable housing in the City.
- Committing \$200,000 towards the implementation of the recommendations of the Institute of Global Homelessness Dame Louise Casey's report into

Inner City Homelessness services, contingent of further State Government funding.

- Advocated to the South Australian Minister for Human Services and Minister for Health and Wellbeing for increased funding to the homelessness, mental health and drug and alcohol sectors and better coordination of these services to increase access.
- Declaring a homelessness crisis in the City of Adelaide.
- Opposing the transfer of 25% of mental health funding from local non-government organisations to the federal National Disability Insurance Scheme and urged a reconsideration.
- Working with the homelessness sector to investigate options for temporary shelter for people who are sleeping rough in the City.
- Funded the development of two business cases for 1. better coordination of homelessness, health and housing services in the City and; 2. Addressing the mobility of Aboriginal groups between remote communities and regional urban centres, such the City.

In addition to local advocacy, the City of Adelaide has joined other Councils to raise issues federally by:

- supporting motions raised through the Australian Local Government Association, National General Assembly that urge more investment in housing and homelessness service delivery and reform of these sectors.
- The Lord Mayor's involvement in the Council of Capital City Lord Mayors and support for the Lord Mayors strategic advocacy for national action on homelessness and housing affordability.

Council agrees that the current housing and homelessness system is not adequately addressing the needs of people who rely on these services and looks forward to working with the State and Federal Governments as soon as possible, to address these issues with requisite resourcing.

### **Inquiry focus areas**

The Terms of Reference provide a comprehensive outline of the scope of the Inquiry and identifies a significant number of focus areas in order to achieve outcomes. While all these focus areas are important for identifying the gaps and opportunities for a strong and coordinated housing and homelessness sector, the City of Adelaide has identified specific areas that are a focus, or of particular concern for Council. These are addressed below:

### Incidence of homelessness in Australia

The 2016 census indicated that there were 116,427 people were experiencing homelessness across Australia. In Adelaide City, 644 people were identified as experiencing homelessness in 2016 and increase of 15% from 2011.

Accurately understanding the incidence of homelessness relies on real time, quality data. Through the Adelaide Zero Project, as a community, we now know the names and needs of 150 people who are sleeping rough in the City of Adelaide and are able to track this figure in real time. This is the most comprehensive and accurate indication of the number of people rough sleeping in a community in Australia. Of these, 32% are Aboriginal or Torres Strait Islander, despite being only 2% of the Australian population.

Homelessness and in particular, rough sleeping is concentrated in capital cities. As a Capital City, the City of Adelaide experiences a higher level of rough sleeping than other metropolitan areas. Addressing rough sleeping is a key priority and Council willingly works with the State Government and non-government service providers towards successful outcomes.

### Factors affecting the incidence of homelessness, including housing-market factors

The City of Adelaide is concerned with the factors that contribute to the incidence of homelessness, in particular, the availability of safe and affordable housing for all Australians.

Through our Strategic Plan 2016-2020, the City of Adelaide has a commitment to creating a Liveable City by:

“working with the State Government to address housing affordability, including diversity of dwelling stock, and deliver a range of initiatives such as adaptive re-use and new building technologies”; and

“advocating to the Federal and State governments for changes in housing taxation and levies to reduce the cost of housing, including extension of the State government’s “off-the-plan” Stamp Duty Concessions for apartments”.

Council is committed to encouraging a greater range of dwelling typologies that suit the needs of a broader range of household types, income groups, demographics and ability than currently exists in the City. Council is therefore supportive of new initiatives, financing models and incentives that would attract the delivery of housing (for purchase or rent) that better matches the needs of existing and potential new residents.

A more flexible and affordable housing system will create capacity in social housing to adequately address homelessness. A 'housing first' model proposes safe and permanent housing as the first priority for people experiencing homelessness. Once housed, support can be wrapped around the individual to address other complex needs such as drug and alcohol use or mental health.

Commitment to a Housing First model, will support a well-functioning housing system that should be able to respond to the changing needs of its customers and support individuals into independence. The City of Adelaide advocates for a range of housing options, including tenancy mix in developments to be able to respond to the specific needs of people from crisis and supported accommodation, through to independent living in the public, community and private housing markets. Integrated support services that wrap around those who need them to sustain their housing situation are essential to long term sustainable outcomes in homelessness.

*Services to support people who are homeless or at risk of homelessness, including housing assistance, social housing, and specialist homelessness services*

The City of Adelaide has recognised that the current approach to addressing homelessness is not producing sustainable and appropriate outcomes. With homeless rates increasing, the entire housing and homelessness system needs to review the ways in which funding of the system can produce outcomes where people are supported out of homelessness.

The City of Adelaide is a major partner of the Adelaide Zero Project and is proud to be part of trying new ways to address rough sleeping. Data driven responses to rough sleeping focus energy on the areas of most impact and result in sustainable and supportive outcomes.

Council has also endorsed the recommendations of the [Institute of Global Homelessness Report](#) by Dame Louise Casey after her Service Review Visit in September 2018. The Council has committed \$200,000 towards the implementation of these recommendations and urges the State Government to commit further funding.

More recently, the Adelaide Zero Project and Thinkers in Residence Program hosted a visit by International homelessness expert, Dr Nonie Brennan, former CEO of All Chicago. Dr Brennan reviewed the current system of service delivery and provided informed and expert recommendations to strengthen the homelessness system and better support people sleeping rough in the City of



Adelaide. These recommendations (**Attachment A**) covered three simple themes – Housing, Support and System.

Support and services for people at particular risk of homelessness, including:

- Aboriginal and Torres Strait Island Australians

The City of Adelaide is concerned for the lack of culturally appropriate accommodation and support options for Aboriginal and Torres Strait Island people experiencing/ at risk of homelessness. It is most concerning that Aboriginal and Torres Strait Island people who travel to Adelaide from their communities for various reasons are often not able to find safe and appropriate places to meet, socialise and sleep. This may result in unsafe and/ or inappropriate activity occurring in the Adelaide Park Lands and public spaces of the City, which increases risk for vulnerable individuals and increases the likelihood of negative interaction with the broader public and Police.

Aboriginal and Torres Strait Islander people have the right to access social housing and support that respects and acknowledges their culture. Responses to Aboriginal and Torres Strait Island housing and homelessness should be led by the Aboriginal and Torres Strait Island community and is necessary to ensure that cultural needs are met and that people who travel from remote communities can be safe.

- People living with a disability
- People living mental illness

The City of Adelaide recognises the well-established link between rough sleeping and other forms of homelessness, poor physical health including that related to substance use and poor mental health. In May 2019, a Connections Week was undertaken and the findings demonstrate that 75% of rough sleepers in our city have this combination of complex health needs that require coordinated support and sensitive housing options. Also run in 2018, Connections Week is an exercise where volunteers engage with every rough sleeper across the City and conduct an assessment. The City of Adelaide supports a person-centred approach to delivering appropriate supports to people such as mental health, physical health, drug and alcohol and housing to effectively respond to people with complex needs.

Unfortunately, there are times when, despite the best efforts of services, systemic blockages prevent an appropriate outcome for an individual. The City of Adelaide often finds itself required to respond to matters that play out in public spaces with a service system that is not currently able to deliver solutions in these complex

cases. Better coordination and integration of services is required to satisfactorily address the needs of people with multiple complex needs.

*Examples of best practice approaches in Australia and internationally for preventing and addressing homelessness*

The most sustainable way to reduce homelessness is to address the drivers that cause people to become homeless. Identifying the entry points and making system level change across many sectors is crucial to developing interventions aimed at prevention. Council's support for the Adelaide Zero Project and the Functional Zero model can identify the entry points and provide evidence for prevention and early intervention work. The City of Adelaide encourages Government to adopt a system level approach such as Functional Zero to address inflow and outflow pathways of homelessness.

A 'housing first' approach is internationally recognised as the most effective response to sustainably ending a person's homelessness. The Adelaide Zero Project advocates for a housing first model, not just with the provision of secure housing, but also with appropriate wrap around supports to maintain housing and to build independence.

*The adequacy of the collection and publication of housing, homelessness, and housing affordability related data*

The City of Adelaide supports the approach of the Adelaide Zero Project to maintain community owned and publicly available data. Quality data should inform all decision making for the design of service systems and procurement of individual support services. Adelaide is currently the only community in Australian collecting and reporting on quality data. Other communities across the country are working hard to achieve this. Quality data is collected through a common assessment tool used by all homelessness and other support services to determine the vulnerability of each individual experiencing homelessness in a community.

*Governance and funding arrangements in relation to housing and homelessness, particularly as they relate to the responsibility of Local, State, Territory and Federal Governments.*

The City of Adelaide supports collaborative and innovative approaches, including all potential funding streams, to the housing and homelessness service systems and actively seeks to work with others to address complex issues. Council is a key partner, along with the SA Housing Authority, of the Adelaide Zero Project, a collective impact approach to using data to drive innovative new responses to

people sleeping rough, with the aim of ending rough sleeping in the City. The February 2019, Institute of Global Homelessness Report by Dame Louise Casey into the current state of the homelessness ecosystem in Adelaide provided clear recommendations to the sector. The City of Adelaide endorses these recommendations and has made a financial commitment to contribute to their delivery conditional on funding from the State Government.

The City of Adelaide fully supports the creation of a clear framework outlining the roles and responsibilities of all three tiers of Government, the private sector and the broader community in delivering a well- connected and accessible housing and support system.

Council is also considering how, as a Local Government, we can work with other stakeholders to identify opportunities and facilitate the delivery of social and affordable housing in the City and to provide safe crisis accommodation for people sleeping rough.

#### *Impact of Covid-19 on homelessness in Australia*

The City of Adelaide commends the response implemented by the South Australian Government to safely accommodate people sleeping rough in the City. The rapid move to find motel accommodation to some of the City's most vulnerable, shows that availability of accommodation will produce outcomes.

Moving forward, it is vital that over 300 people currently in motel accommodation are provided long term and appropriately supported housing. This may mean an urgent injection of capital investment to increase the housing stock available to these people.

Additionally, it is important to note that motel accommodation is not suitable for everyone who is currently sleeping rough to complex needs and varying levels of support. What is missing is safe, permanent supportive housing to wrap around and individual and minimises the risk of returning to rough sleeping.

Importantly, the Covid-19 response has shown that people can be accommodated quickly when the resources are available. Embedding this type of response into the homelessness system going forward will reduce the need for urgent, expensive responses during future emergencies and also supports efforts to end rough sleeping in our capital cities.

#### **Conclusion**

The City of Adelaide welcomes the opportunity to provide a submission to the Inquiry. Addressing homelessness is a high priority for cities and the City of

Adelaide supports the advocacy of the Council of Capital City Lord Mayors to the Federal Government. The following policy solutions have identified by the CCCLM as the priorities to be addressed by the Government:

- A 'housing first' approach to supporting people experiencing homelessness to access long term accommodation
- Investment in social housing and support services
- An Australian housing system that supports our cities most vulnerable residents.
- Housing policies and programs for Aboriginal and Torres Strait Islander people should be informed by culture and kin.

The City of Adelaide urges both the State and Federal Governments to look into the successes and learnings from a Functional Zero model to addressing homelessness such as the Adelaide Zero Project. The Project has established significant momentum and infrastructure, but has also identified where further investment is required to genuinely create a system that adopts Housing First and a person centred approach.

Council is committed to working with all levels of Government and the non-government sector to achieve sustainable solutions to homelessness and create a city where everyone is safe, secure and has an affordable place to call home.

**For further information:**

**Christie Anthony - Associate Director, Community and Culture**  
**[c.anthony@cityofadelaide.com.au](mailto:c.anthony@cityofadelaide.com.au)**

# Appointment of Deputy Chair for The Committee

**ITEM 10.8** 09/06/2020  
**Council**

2018/04071  
Public

**Program Contact:**  
Rudi Deco, Manager Governance  
8203 7442

**Approving Officer:**  
Mark Goldstone, Chief Executive  
Officer

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## EXECUTIVE SUMMARY:

At its 11 June 2019 meeting Council adopted the revised Standing Orders. Standing Order 15 provides that the Deputy Lord Mayor will be the Chair of all core committees (committees of the whole) for the term of the appointment as Deputy Lord Mayor. At its 11 December 2018 meeting Council approved the governance structure, establishing The Committee and the Strategic Planning & Development Policy (SPDP) Committee as the two core committees of Council.

This report seeks the appointment of a Deputy Chair to The Committee for the period of 1 July 2020 to 31 December 2020 and 1 January 2021 to 30 June 2021. Note the SPDP Committee will cease to exist from 1 July 2020.

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## RECOMMENDATION:

### THAT COUNCIL

1. Appoints a Deputy Chair to preside in the absence of the Deputy Lord Mayor for the period of 1 July 2020 to 31 December 2020 and 1 January 2021 to 30 June 2021 for The Committee.
-

## IMPLICATIONS AND FINANCIALS:

City of Adelaide 2016-2020 Strategic Plan	Strategic Alignment - Corporate Activities The Council governance structure is important to the delivery of Council's Strategic Plan 2016-2020.
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	No material conflict of interest applies to the nominated member by reason only of being nominated as the deputy presiding member, as the Remuneration Tribunal did not provide for an allowance for this role
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. At its meeting on 11 June 2019 Council adopted the revised Standing Orders. Standing Order 15 provides that the Deputy Lord Mayor will be the Chair of all core committees (committees of the whole) for the term of the appointment as Deputy Lord Mayor.
2. At its 11 December 2018 meeting Council approved the governance structure, establishing The Committee and the SPDP Committee as the two core committees of Council.
3. The previously appointed Deputy Chairs for the 2018-2022 term:

		<b>The Committee</b>	<b>Strategic Planning &amp; Development Policy Committee</b>
<b>Deputy Chair</b>	July-December 2019	Councillor Donovan	Councillor Abrahamzadeh
	January-June 2020	Councillor Simms	Councillor Knoll

4. It is recommended that Council appoints a Deputy Chair to The Committee for a period from 1 July 2020 to 31 December 2020 and then 1 January 2021 to 30 June 2021.
5. The Department of Transport, Planning and Infrastructure has advised that section 101A of the *Development Act 1993* which required Council to have a SPDP Committee will cease to apply from 1 July 2020. Council Members will be advised when confirmation of this has been received.

## ATTACHMENTS

Nil

- END OF REPORT -

# North Street Traffic Investigation

**ITEM 10.9** 09/06/2020  
**Council**

2016/01228  
Public

**Program Contact:**  
Shanti Ditter, AD Planning,  
Design & Development 8203  
7756  
**Approving Officer:**  
Klinton Devenish, Director Place

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## EXECUTIVE SUMMARY

This report summarises the traffic investigations that have been undertaken for North Street, Adelaide. It results from a Council resolution on 19 November 2019, requesting that Administration:

- Undertake an investigation of traffic movements in North Street; and
- Provide a report to Council outlining the results of the investigations and appropriate actions, including community consultation, options explored and associated budget and timeframes.

Based on traffic survey data and site inspections, we have found that North Street has lower traffic speeds and volumes when compared to adjacent streets and currently operates in a satisfactory manner.

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## RECOMMENDATION

### That Council:

1. Notes the traffic investigations detailed within the report as presented in Item 10.9 on the Agenda for the meeting of Council held on 9 June 2020.
  2. Approves progressing the proposed actions as presented in Item 10.9 on the Agenda for the meeting of Council held on 9 June 2020, as listed in Next Steps - including marking a centre line at each end of the North Street and consulting with the street on the proposed parking changes.
-



## IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	Strategic Alignment - Corporate Activities Reviewing safety, traffic and parking issues as they arise forms part of Council's duty to maintain safe and functional road spaces.
Policy	The review of traffic and parking for safety and amenity aligns with the Smart Move Transport and Movement Strategy for Calm Traffic.
Consultation	Consultation will be undertaken if potential on-street parking changes were to occur.
Resource	Not as a result of this report
Risk / Legal / Legislative	Council has a responsibility to monitor and improve road safety by taking measures to protect its area from hazards, and to mitigate the effects of such hazards within the city.
Opportunities	Opportunities for improving parking and safety have been investigated. Line marking and parking changes will be progressed.
19/20 Budget Allocation	Nil. Any consultation and minor line marking changes will be undertaken using existing operational budgets.
Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Line marking typically has a life expectancy of five years for low volume roads.
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. At its meeting on 19 November 2019, Council resolved for administration to:
  - 1.1. Undertake an investigation of traffic movements in North Street; and
  - 1.2. Provide a report to Council outlining the results of the investigation and appropriate actions, including community consultation, options explored, associated budget and timeframes.
2. During the review process, traffic concerns were raised by a resident and member of the West End Village Association as follows:
  - 2.1. Traffic congestion in the street
  - 2.2. Narrow vehicle pathways with parking on both sides of the street
  - 2.3. Queuing to exit the street extends to parking areas, obstructing access into the street
  - 2.4. Access in and out of the 14 driveways frustrates drivers moving along the street
  - 2.5. Lack of loading zone in the street close to a business warehouse which results in trucks parking over and blocking driveway access
  - 2.6. Traffic often driving too fast for the conditions of the street.

### Investigation

3. North Street is a north-south aligned street to the west of Morphett Street that connects Waymouth Street and Currie Street (Link 1 view [here](#)).
4. North Street and neighbouring parallel streets (Gray Street and Elizabeth Street) had traffic data collected in in November 2019 over a duration of one week. The data provides a continuous record of the number, type and speed of vehicles travelling in the street. The results of the traffic data collected is summarised below:

Street	Average speed	85 <sup>th</sup> percentile speed*	Average weekday traffic volume	Average weekday peak hour volume
North Street	27 km/h	36km/h	650 vehicles per day	Morning peak: 43 vehicles per hour Afternoon peak: 68 vehicles per hour
Gray Street	30.5 km/h	38.5 km/h	1,350 vehicles per day	Morning peak: 79 vehicles per hour Afternoon peak: 129 vehicles per hour
Elizabeth Street	28 km/h	38 km/h	1,300 vehicles per day	Morning peak: 87 vehicles per hour Afternoon peak: 119 vehicles per hour

\*speed at which 85% of vehicles were travelling at or below

5. The traffic volumes recorded in North Street were approximately half of that recorded in adjacent streets. The average peak hour traffic volumes were also low with an average afternoon peak hour of 68 vehicles per hour (approximately 1 vehicle per minute). The average morning peak hour was 45 vehicles per hour (less than 1 vehicle per minute).
6. The traffic count in North Street demonstrated a good level of compliance with the speed limit and that the street generally operates in a 20-40km/h speed environment. Over the week-long recording period, 26 vehicles or 0.6% of vehicles were recorded exceeding the 50km/h speed limit in North Street with a maximum recorded speed of 65.1km/h. The proportion and speed of those exceeding the speed limit was lower than in adjacent streets.
7. The recorded data (speeds and volumes) indicate that interventions to reduce traffic and speeds are not required. Traffic calming or changes to access in the street would have a negative impact on adjacent streets.

8. The street has footpaths on both sides of the street and is approximately 8 metres wide (kerb to kerb), narrowing to 7.4 metres adjacent the State heritage listed building at 32 North Street. The street width permits parking on both sides of the street and width for one vehicle to pass where vehicles are parked opposite. The existing no stopping zones and driveway areas provide regular opportunities for drivers to pull in and let other motorists pass. This arrangement effectively creates a series of one lane slow points along the street, reduces the potential for high speeds and contributes to the lower traffic volumes. This arrangement is common to many residential streets and is appropriate and manageable given the low recorded volumes in the street.
9. The intersections at each end of North Street operate as priority T-junctions. Marking a centre line on the immediate approach to each of the intersections on North Street would improve orderly positioning for exiting vehicles. The parking is appropriately set back from the intersections in accordance with the requirements of the Australian Road Rules and is appropriate for the recorded traffic volumes in the street.
10. Current on street parking includes 16 parking spaces with two-hour restrictions; two parking spaces dedicated to residential permit holders; and one loading zone. A formal parking occupancy survey has not been undertaken; however, observations have shown the parking to be highly utilised.
11. Opportunities for extra parking and loading zones have been investigated. Some potential minor changes for parking have been identified including lengthening one parking space and changing it from a two-hour parking space to a loading zone to accommodate existing activity within the street. Prior to making the alteration, consultation with adjacent stakeholders will be required in accordance with the City of Adelaide on-street parking policy. The potential change to parking and linemarking is shown in North St improvements plan (Link 2 view [here](#)).

#### Next Steps

12. Consultation will occur on potential changes to parking.
13. Lines will be marked along the centre of the road at the approaches to Waymouth Street and Currie Street.

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## DATA AND SUPPORTING INFORMATION

**Link 1** - North Street location plan

**Link 2** - Potential changes to parking and linemarking

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Adelaide Botanic High School Council

**ITEM 10.10** 09/06/2020  
**Council**

2018/04054  
Public

**Program Contact:**  
Rudi Deco, Manager Governance  
8203 7442

**Approving Officer:**  
Mark Goldstone, Chief Executive  
Officer

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## EXECUTIVE SUMMARY

At its meeting held on 28 May 2019 Council appointed Councillor Simms as the City of Adelaide representative on the Adelaide Botanic High School Council.

Due to competing commitments Councillor Simms is unable to continue in that role, thereby resigning from his position in a letter to the Chief Executive Officer on 7 May 2020.

This report seeks Council's consideration and appointment of a new City of Adelaide representative to the Adelaide Botanic High School Council.

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## RECOMMENDATION

### THAT COUNCIL

1. Appoints a City of Adelaide Representative to the Adelaide Botanic High School Council.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	Strategic Alignment - Corporate Activities This report contributes to Council's 2016-220 Strategic Plan by providing the opportunity to collaborate and strengthen relationships with Government entities that have a keen interest and stake in the future of Adelaide.
Policy	Not as a result of this report
Consultation	Expressions of interest were sought from Council Members via E-news. No expressions of interest were received.
Resource	For participating members, preparation for and attendance at approximately eight meetings per year.
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Appointments to outside bodies provides opportunity for Council Members to contribute to discussion and decision making on a broad range of matters relevant to the City of Adelaide.
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	Appointments to the Adelaide Botanic High School Council are for a period not exceeding two years.
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 Adelaide Botanic High School Constitution allows for a City of Adelaide representative to sit as a member on the Adelaide Botanic High School Council.
2. In accordance with the constitution, the school council will perform the following functions:
  - 2.1. *Ascertain the educational needs of the local community and the attitude of the local community to educational developments within the school and advise the Principal on these matters.*
  - 2.2. *Express to the principal from time to time, its views in relation to the local community's perception of the school.*
  - 2.3. *Advise the Chief Executive of any improvements that the Council considers are necessary to the accommodation, grounds and equipment of the school.*
  - 2.4. *Determine, where the Minister has provided funds to the Council, with the agreement of the Principal of the school, the application of the funds.*
3. At its meeting held on 28 May 2019 Council appointed Councillor Simms as the City of Adelaide representative on the Adelaide Botanic High School Council.
4. Due to competing commitments Councillor Simms is unable to continue in the role and notified the Chief Executive Officer of his resignation in a letter on 7 May 2020.
5. A new City of Adelaide representative is sought. The Constitution of the Adelaide Botanic High School Council allows for one member to be nominated by the City of Adelaide. The member can be a Council Member or staff member.
6. Appointments are for a period not exceeding two years and no remuneration is payable for the position.
7. Meetings are held at the Adelaide Botanic High School and are generally held in Week 2 and Week 7 of each term.
8. An E-News was sent to Council Members on 14 May 2020 advising of the vacancy and no expressions of interest have been received to date.

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Results of the 2020 Supplementary Election Central Ward

**ITEM 10.11** 09/06/2020  
**Council**

2020/00276  
Public

**Program Contact:**  
Rudi Deco, Manager Governance  
8203 7442

**Approving Officer:**  
Mark Goldstone, Chief Executive  
Officer

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## EXECUTIVE SUMMARY

This report presents the results of the 2020 Supplementary Central Ward Election to support the *Local Government (Elections) Act 1999 – Part 3 Section 12(b)* and ensures our communities are informed of the election outcomes.

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## RECOMMENDATION

### THAT COUNCIL

1. Notes the report.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	Not as a result of this report
Policy	Presentation of this report supports the <i>Local Government (Elections) Act 1999</i> – Part 3 Section 12(b)
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	The election was conducted in accordance with the <i>Local Government (Elections) Act 1999</i> and the <i>City of Adelaide Act 1998</i> .
Opportunities	Not as a result of this report
19/20 Budget Allocation	\$70,000
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

### Results of the 2020 Supplementary Central Ward Election

1. Due to the resignation of Councillor, Mr Houssam Abiad, a supplementary election was conducted to fill the Central Ward vacancy. Under the *Local Government (Elections) Act 1999*, the Electoral Commissioner of SA (ECSA) is the returning officer for all Local Government Council elections.
2. The supplementary election of councillor for Central Ward commenced on 20 February 2020 when the notice to conduct the election appeared in the *South Australian Government Gazette*.
3. There are no provisions within the *Local Government (Elections) Act 1999* that provide ECSA the powers to postpone or suspend the election or change the election date once a public notice has been completed.
4. Due to COVID-19, additional health and safety measures were taken by both ECSA and City of Adelaide staff, consistent with advice issued by Dr. Chris McGowan, Chief Executive of SA Health. These included holding the Candidate Information session online instead of in-person, providing candidates the opportunity to submit their nomination online instead of in person, and postponing the day of the count to allow for the ballot material to be quarantined.
5. Voting material comprising ballot paper/s, candidate profiles, a postal voting guide, ballot paper envelope containing the elector's declaration and reply-paid envelope was sent to electors, bodies corporate and groups whose name appeared on the certified voters roll. Voting closed at 12 noon, Monday 11 May 2020. The presentation of this report supports CoA's legislative requirements to advise the local community about the outcome of the elections and polls conducted in its area. The results have also been communicated via social media, and on Council's website.
6. Election outline:
 

Close of voters roll	5pm, Friday 28 February 2020
Candidate Information Session	Online Recording
Nominations to stand as a candidate	Thursday 26 March 2020
Nominations close	12 noon, Thursday 9 April 2020
Ballot Packs mailed out	Tuesday 21 April 2020 to Monday 27 April 2020
Q & A session	Online, Wednesday 29 April 2020
Close of voting	12 noon, Monday 11 May 2020
Vote Count	9 am, Wednesday 13 May 2020
7. Statistics:
 

Enrolled voters:	11,689
Envelopes returned:	2,193
Envelopes accepted:	2,028
Envelopes rejected:	165
Ballot papers not returned in envelope:	2
Voter participation:	2,193 (18.76% of the total enrolment)
Formal votes:	2,011
Informal votes:	15
Quota:	1,006

8. Results as provided by the Electoral Commission of South Australia.

In Ballot Order

Candidate	1st Preference Votes	Percentage
WHITING, Stuart	146	7.26%
WAYNE, Chao	406	20.19%
<b>MACKIE, Greg</b>	<b>568</b>	<b>28.24%</b>
LEWIS, Gareth	166	8.25%
KHAN, Doha	140	6.96%
PAINE, Nathan	337	16.76%
GITSHAM, Darren	152	7.56%
WYRA, Malwina	96	4.77%

9. The ECSA scrutiny sheet report can be viewed (Link 1 view [here](#)).
10. The letter from ECSA to the CEO confirming the results can be viewed (Link 2 view [here](#)).

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## DATA & SUPPORTING INFORMATION

**Link 1** – ECSA scrutiny sheet report

**Link 2** – Letter from ECSA to CEO

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Quarterly Forward Procurement Report

**ITEM 10.12** 09/06/2020  
**Council**

2018/03945  
Public

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

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## 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 1 for the 2020/2021 financial year.

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## RECOMMENDATION

### THAT COUNCIL

1. Notes that there are no Procurements which will require Council Member approval during Quarter 1 of the 2020/2021 financial year.
-

## 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 first quarter of the 2020/21 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 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”

  - Council Members will be provided with a quarterly forward procurement plan for consideration, detailing tenders and contracts which will require Council Member approval;
  - Council 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 Council 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 1 of the 2020/2021 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.
10. In accordance with the above discussion, there are no Procurements which will require Council Member approval during Quarter 1 of the 2020/2021 financial year.

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## ATTACHMENTS

Nil

## Exclusion of the Public

**ITEM 11.1** 09/06/2020  
**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 for Council (Chief Executive Officer's Reports) seeking consideration in confidence

- 12.1.1.** Strategic Property Matter [s 90(3) (b) & (d)]
- 12.1.2.** City of Music Laneway Naming [s 90(3) (a) & (d)]
- 12.1.3.** Capital City Committee Update [s 90(3) (g) & (j)]
- 12.1.4.** Adelaide Central Market Authority – Chair recruitment [s 90(3) (a)]

The Order to Exclude for Items 12.1.1, 12.1.2, 12.1.3 and 12.1.4:

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 12.1.1

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in s 90(3) (b) & (d) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 9/6/2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.1.1 [Strategic Property Matter] 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 contains certain 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 to a third party.

More specifically, the disclosure of certain information in this report could reasonably prejudice the commercial position of the council including its future commercial dealings given that it contains financial information and further direction with regard to a Council asset holding.

### 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 given that the information in this report, including certain financial information and further direction, may prejudice its future commercial dealings with regard to its asset. On this basis, the disclosure of such information may severely prejudice the City of Adelaide's ability to influence the proposal for the benefit of the City of Adelaide and the community in this matter.

- Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 9/6/2020 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 12.1.1 [Strategic Property Matter] 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) (b) & (d) of the Act.

## ORDER TO EXCLUDE FOR ITEM 12.1.2

### THAT COUNCIL:

- Having taken into account the relevant consideration contained in s 90(3) (a) & (d) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 9/6/2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.1.2 [City of Music Laneway Naming] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

### Grounds and Basis

The grounds for consideration in confidence are primarily associated with the personal implications for the musicians. There is a risk to the reputation and personal brand of the musicians if this matter is publicly discussed by Council. Consideration in confidence seeks to protect the reputation, to minimise any negative publicity, and to maintain the band's commercial opportunities.

### 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 would involve the unreasonable disclosure of information concerning the personal affairs of the musicians named in the report which could negatively prejudice its commercial position and reputation.

- Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 9/6/2020 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 12.1.2 [City of Music Laneway Naming] 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) & (d) of the Act.

## ORDER TO EXCLUDE FOR ITEM 12.1.3

### THAT COUNCIL:

- Having taken into account the relevant consideration contained in s 90(3) (g) & (j) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 9/6/2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.1.3 [Capital City Committee Update] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

### Grounds and Basis

The disclosure of information in this report would breach 'Cabinet in confidence' information presented to the Capital City Committee established under the *City of Adelaide Act 1998* which has provided for a State/Capital City inter-governmental forum (the Capital City Committee) to operate and the associated duty of confidence and duty as a member of the inter-governmental forum.

### 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 would divulge information provided on a confidential basis and could undermine the Capital City Committee's operations and prejudice the position of the State Government and/or Council in relation to current/future proposals prior to State Government and/or City of Adelaide evaluation and deliberation.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 9/6/2020 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 12.1.3 [Capital City Committee Update] 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) (g) & (j) of the Act.

## ORDER TO EXCLUDE FOR ITEM 12.1.4

### 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 9/6/2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.1.4 [Adelaide Central Market Authority – Chair recruitment] 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 contains information that must be considered in confidence in order to protect the personal affairs of the nominee.

Public discussion and disclosure of information in this report prior to a resolution being determined by Council may potentially implicate the nominee's reputation in the business community.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 9/6/2020 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 12.1.4 [Adelaide Central Market Authority – Chair recruitment] 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 12.1.1 - Strategic Property Matter
    - 6.1.1 Is subject to an Existing Confidentiality Order dated 2/6/2020.
    - 6.1.2 The grounds utilised to request consideration in confidence is s 90(3) (b) & (d)
      - (b) information the disclosure of which—
        - (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
        - (ii) would, on balance, be contrary to the public interest;
      - (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
  - 6.2 Information contained in Item 12.1.2 – City of Music Laneway Naming
    - 6.2.1 Is subject to an Existing Confidentiality Order dated 2/6/2020.
    - 6.2.2 The grounds utilised to request consideration in confidence is s 90(3) (a) & (d)
      - (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)
      - (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 18.1.3 - Capital City Committee Update
- 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) (g) & (j)
- (g) matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty
  - (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
- 6.4 Information contained in Item 18.1.4 - Adelaide Central Market Authority – Chair recruitment
- 6.4.1 Is not subject to an Existing Confidentiality Order.
- 6.4.2 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)

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## ATTACHMENTS

Nil

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- END OF REPORT -

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Confidential Item 12.1.1  
Strategic Property Matter  
Section 90 (3) (b) & (d) of the *Local Government Act (SA) 1999*  
Pages 194 to 229

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Confidential Item 12.1.2  
City of Music Laneway Naming  
Section 90 (3) (a) & (d) of the *Local Government Act (SA) 1999*  
Pages 230 to 234

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Confidential Item 12.1.3  
Capital City Committee Update  
Section 90 (3) (g) & (j) of the *Local Government Act (SA) 1999*  
Pages 235 to 239

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# Reports from Council Members

**ITEM 14.1** 09/06/2020  
**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 14.1 on the Agenda for the meeting of the Council held on 9 June 2020).
2. Notes the summary of Council Members meeting attendance (Attachment B to Item 14.1 on the Agenda for the meeting of the Council held on 9 June 2020).
3. Notes that reports from Council Members tabled at the meeting of the Council held on 9 June 2020 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


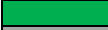


- END OF REPORT -

<b>FUNCTIONS ATTENDED ON BEHALF OF THE LORD MAYOR: 11 May - 5 June 2020</b>			
<b>COUNCIL MEMBER</b>	<b>DATE</b>	<b>EVENT TITLE</b>	<b>EVENT DETAILS</b>
Councillor Couros	1-May	Women's Legal Service SA Warm Up and Serve	Contributed to the Women's Legal Services Recipe Cookbook fundraiser
<b>COUNCIL MEMBER MEETINGS AND EVENTS ATTENDED :</b>			
<b>COUNCIL MEMBER</b>	<b>DATE</b>	<b>EVENT TITLE</b>	<b>EVENT DETAILS</b>
DLM Hyde	21-May	Adelaide Central Market Authority Board meeting	Attended as Council representative
Councillor Simms	14-May	Adelaide Botanic High School Committee meeting	Attended as Council representative
Councillor Knoll	18-May	Rundle Mall Management Authority Board meeting	Attended as Council representative
Councillor Martin	22-May	Adelaide Airport Consultative Committee meeting	Attended as Council representative
Councillor Couros	27-May	Adelaide International 3 Day Event Board meeting	Attended as Council representative
	3-Jun	Adelaide International 3 Day Event Board meeting	Attended as Council representative
Councillor Hou	26-May	Extraordinary StudyAdelaide Board meeting	Attended as Council representative

## Meeting attendance

	Adelaide Park Lands Authority 7 May 2020	Council 12 May 2020	The Committee 19 May 2020	Council Assessment Panel 25 May 2020	The Committee - Special Meeting 28 May 2020	The Committee 2 June 2020	Meetings held	Meetings attended
Lord Mayor Sandy Verschoor	✓	✓	✓		✓	✓	5	5
Councillor Arman Abrahamzadeh		✓	✓	✓	✓	✓	5	5
Councillor Mary Couros		✓	✓		✓	✓	4	4
Councillor Helen Donovan		✓	✓				4	2
Councillor Simon Hou		✓	✓		✓	✓	4	4
Councillor Alex Hyde (Deputy Lord Mayor)	✓	✓	✓		✓	✓	5	5
Councillor Jessy Khera		✓	✓		✓	✓	4	4
Councillor Franz Knoll		✓	✓		✓	✓	4	4
Councillor Greg Mackie (commenced 25 May 2020)					✓	✓	2	2
Councillor Phillip Martin		✓	✓		✓	✓	4	4
Councillor Anne Moran		✓				✓	4	2
Councillor Robert Simms		✓	✓			✓	4	3
# in Attendance	2	11	10	1	9	11		

Key:

	Apology
	Leave
	Not a Member
	Proxy Member

# Central Market Arcade Redevelopment Contract

**ITEM 15.1** 09/06/2020  
**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'Could the administration advise what contractual or common law rights of termination or postponement are available to the City of Adelaide with respect to the Central Market Arcade Redevelopment?'

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

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- END OF REPORT -

## Record of Motions without Notice

**ITEM 15.2** 09/06/2020  
**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Mark Goldstone, Chief  
Executive Officer

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'A number of motions without notice have been raised at the once a month scheduled Council meetings from January to May, inclusive, in 2020. Could the Administration advise the names of the motions and the proposers of those that have been accepted and those that have been refused by the Presiding Member?'

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

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- END OF REPORT -



# City of Adelaide Share of Federal Funding

**ITEM 15.3** 09/06/2020  
**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'It was reported on May 22<sup>nd</sup> that the Federal Government had allocated \$1.8 billion to local government in Australia for road upgrades and community projects to help to offset the impacts of the coronavirus pandemic.

Could the Administration advise whether any of this funding has been allocated for;

1. an upgrade to the Adelaide Aquatic Centre following a Council's formal letter to gauge Commonwealth interest in supporting the project
2. any other project, including road works in the City of Adelaide which have been severely curtailed due to the City of Adelaide's difficult financial position?'

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

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- END OF REPORT -

## City Connector Bus Service

**ITEM 15.4** 09/06/2020

**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'On Tuesday May 19<sup>th</sup> the Committee was advised in respect of the partnership with the State Government to run the free City Connector service that;

"Current deed with DPTI to run the service was due to expire in December 2023, however, the Minister has provided notice of his intention to terminate the Deed on 30 June 2020."

Could the Administration advise the date on the letter from the Minister and to whom among elected members the correspondence was distributed?'

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

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- END OF REPORT -

## Precinct Group Funding

ITEM 15.5 09/06/2020

**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'Noting that the schedule for the City of Adelaide budget process circulated to elected members will not be completed until late this year, could the Administration advise;

1. Whether Council will provide access to funding for the City of Adelaide Precinct Groups from July 1<sup>st</sup> to enable them to assist the City in the post COVID Recovery at a main street level
2. If such funding is provided as at 1 above, will 20/21 funding be the same amount as for the current financial year or only part of the latter amount and what will be the process for receiving such funding
3. If such funding for 20/21 is not to be provided outside of the budget schedule to be completed late this calendar year, when and what amount will Council provide to Precinct Groups to enable them to assist in any post COVID City Recovery?'

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

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- END OF REPORT -

# Adelaide High School Development

**ITEM 15.6** 09/06/2020  
**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'The Advertiser newspaper has published drawings of a new structure planned for the Adelaide High School site on Park 24. Could the Administration advise;

1. What is the broad use proposed for the development?
2. Where will it be located in relation to the West Terrace façade of the current structure?
3. Is it suggested that the new structure will increase the High School's buildings footprint on the Park Lands?
4. If the new development has been presented to the City of Adelaide for consideration?'

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

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- END OF REPORT -

## Park Lands Leases & Licenses

**ITEM 17.1** 09/06/2020  
**Council**

**Council Member**  
Councillor Martin

2012/00565  
Public

**Contact Officer:**  
Ian Hill, Director Growth

## 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 Administration requires all Park Lands lease and licence holders to provide contact and other details for sub leases and licences, asks that the Administration contact sub lease and licence holders to ascertain if the rental waiver for April, May and June has been passed on to them by the head lease/licence holder.’

## ADMINISTRATION COMMENT

1. The Administration has enacted Council’s Covid-19 assistance package and communicated with Park Lands Lease and Licence holders via an electronic letter on Tuesday 31 March 2020. This letter was also posted out via Australia Post services.
2. This letter outlined Council’s decision of 23 March 2020, that in recognition of the current challenging economic circumstances arising from COVID 19 and the impact on businesses, that Council had resolved to provide small business operators and community leases of Council owned buildings (excluding educational institutions) with a three-month rent-free period commencing on 1 April 2020 and expiring 30 June 2020. The rent-free period was not conditionally granted and was provided in good faith given the unprecedented circumstances.
3. We are currently not aware of any instances where the waiver has not been passed on. As with all leasing relationships that the City of Adelaide holds, legally, we (acting as Lessor) do not intervene with Lessee and Sub-lessee matters, other than to provide consent to such arrangements if and when they exist.
4. Should Council request, the Administration can enquire of its lessees and licence holders how they have provided assistance to their sub-lessees.

- END OF REPORT -

## Revoke the Decision of 12 May 2020 – Deputy Lord Mayor (Councillor Hyde) – Motion on Notice – Hutt Street

**ITEM 17.2** 09/06/2020  
**Council**

**Council Member**  
Councillor Simms

2019/00951  
Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

## MOTION ON NOTICE

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

'That the decision of Council on **12/05/2020** in relation to Deputy Lord Mayor (Councillor Hyde) – Motion on Notice – Hutt Street, namely:

'That Council:

1. Notes:
  - a. the recent decision of the City's Council Assessment Panel to grant approval for a Development Application to the Hutt Street Centre;
  - b. that at the meeting serious questions as to the current and historical compliance of the Centre's approved land use were raised by objectors and their representors; and,
  - c. that the CAP Members did not feel they were in a position to rule on whether the land use was compliant with one saying "the representors' expectations of what this panel is able to decide... in terms of things like land use, behaviour and the operation of the Centre is probably above what we actually can [decide]"
2. Requests the Administration commission an independent and comprehensive legal review of:
  - a. The current and historical development approvals, particularly the intensity of the land use, of the Hutt Street Centre;
  - b. The impact of the land use on surrounding businesses and residents and council's responsibility in regulating that impact; and
  - c. Whether an increase in the intensity of the land use has extinguished historical existing use rights under previous approvals.
3. Per the above requests that the review:
  - a. Is undertaken by experienced planning law experts;
  - b. Is completely independent and is conducted at arms' length from the council staff who made or had influence on the recommendation that went to CAP, from the objectors and from the Centre (including any of their corporate or private supporters)
4. Requests this review is brought back to council for noting in the public agenda, in acknowledgment of the public's right to know of the lawfulness of the land use at this site,

**be revoked.'**

## ADMINISTRATION COMMENT

1. If the motion is carried, no further work will be undertaken.

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- END OF REPORT -

# Supporting our Arts Community

**ITEM 17.3** 09/06/2020  
**Council**

**Council Member**  
Councillor Simms

2019/01425  
Public

**Contact Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## MOTION ON NOTICE

**Councillor Simms 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 arts and cultural sectors make an enormous contribution to Adelaide's economy and enhance our city life;
2. Notes that the COVID19 pandemic has had a devastating impact on these sectors;
3. Calls on the federal government to expand the JobKeeper program to include workers from the arts and cultural sectors, including casual workers and visa holders;
4. Calls on the federal government to introduce a support package for the arts and cultural sectors;
5. Requests that the Lord Mayor write to the Prime Minister to communicate the above resolution.'

## ADMINISTRATION COMMENT

1. In 2018-19 the arts and cultural sector in Adelaide contributed \$345.9m to the economy through the major arts and cultural festivals plus \$285m via creative industries. In the same year, 78% of people visiting and living in Adelaide reported that the City is a welcoming and dynamic place full of rich and diverse experiences.
2. ABS data shows that 94% of arts and recreation businesses nationally have been negatively impacted as a result of the COVID19 pandemic. 53% having stopped operating entirely and 27% have lost their jobs. As of 20 April 2020, I Lost My Gig Australia has logged the total lost income from cancelled events at \$340m. The loss of income reported for arts workers in South Australia is \$121m, over a third of the national total.
3. Over 90% of artists, creators and cultural businesses across Australia are reported to not be in receipt of public funding and are unable to benefit from the measures such as JobKeeper and JobSeeker. The National Association for Visual Arts, the peak group representing performing arts companies, artists and festivals across Australia, reports that less than half of Australia's creative workers are eligible for JobKeeper.
4. If approved, we will draft a letter from the Lord Mayor to the Prime Minister, the Hon Scott Morrison, to advise of the above resolution.

- END OF REPORT -



# Outdoor Exercise Equipment

**ITEM 17.4** 09/06/2020  
**Council**

**Council Member**  
Councillor Simms

2018/04053  
Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

## MOTION ON NOTICE

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

'That Council:

1. Notes restrictions placed on many gyms and other indoor exercise facilities as a result of COVID19, many city residents and visitors have taken the opportunity to exercise outdoors.
2. Requests that administration investigate cost-effective options to increase the availability of exercise equipment in public spaces (eg: chin up bars) to encourage people to continue actively using our Park Lands.'

## ADMINISTRATION COMMENT

1. As of 1 June, many gyms in the City have become available for use with further easing of restrictions associated with their operations expected in the coming weeks. Currently we have 17 gyms located within the Adelaide CBD and North Adelaide.
2. The current locations of exercise equipment within our Park Lands are focussed in areas adjacent to other exercise facilities such as running tracks and paths linking sections of the parks. The current locations of the exercise equipment within our Park Lands can be seen within **Attachment A**.
3. Typical types of exercise equipment are made available in a grouped set include chin-up bars, sit-ups, step-ups and bar dips. Offerings can also consist of the much more expensive exercise stations. These are more complicated to manufacture and use and elements such as parallel bars, suspension trainers, rowing machines and the like.
4. Victoria Park / Pakapakanthi (Park 16) has 4 individual fitness stations (consisting of 2 to 3 elements) and 1 grouped set of simple exercise equipment. The supply and install cost for the fitness stations was approximately \$120k, while the grouped set of simple exercise equipment was approximately \$12-\$15k.
5. Bullrush Park / Warnpangga (Park 10) has 3 individual fitness stations (consisting of 2 to 3 elements) on the western, central and eastern sides. The supply and install cost for this was approximately \$110k to construct all the stations.
6. Adelaide High School in Ellis Park / Tampawardli (Park 24) also has some exercise equipment near tennis courts that are available to the public out of normal school hours.
7. The cost to supply and install exercise equipment depends on the exercise elements that are incorporated. Exercise hubs of a similar nature to the one already constructed in a future nominated park will be required to have these approximate costs considered for each potential element.

<b>Equipment</b>	<b>Cost (supply and install)</b>
Chin Up bars	\$2.5k
Sit up	\$2k
Step up	\$2.5k
Bar Dips	\$3k
Parallel Bars	\$16k
Suspension trainers	\$15.5k
Rowing Machine	\$12k
Lighting	\$8k

8. This table shows that to develop an exercise station each element included will be valued at approximately \$10-15k. Stand-alone elements would not be recommended and a minimum of two would be per station is required to allow users to undertake a range of exercises. The simpler exercise equipment such as chin up bars and the like are approximately \$2-4k each.
9. It should be noted that if there was not street or footpath lighting located nearby, lighting would more than likely be required in each location. This usually consists of a single light pole, and supply and install costs are will be approximately \$8k.
10. The expected life of the exercise asset is 15 years. Ongoing maintenance costs for regular inspections will also add need to be considered, and the future renewal will have to also need to be included within the Long Term Financial Plan (LTFP).
11. It is important to recognise that any play equipment which includes such exercise pieces are captured within Australian Standards requiring qualified installers and relevant surface treatments to ensure the users safety. All equipment is periodically audited independently to ensure safe operation and condition.

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- END OF REPORT -

Attachment A

CoA Owned Fitness Stations



# Review of the Delivery of Homeless Services

**ITEM 17.5** 09/06/2020  
**Council**

**Council Member**  
Councillor Moran

2019/01425  
Public

**Contact Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## MOTION ON NOTICE

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

‘That Council:

1. Sends a delegation, including the Lord Mayor, Deputy Lord Mayor and Councillor Mackie to speak to the Premier to provide input into the review of the delivery of Homeless Services the State Government is currently undertaking.
2. Suggests assisting the review by sharing our intimate knowledge of the city and proposing the possibility of a repurposed bus station, or the repair of 430 Morphett Street which was built by the Salvation Army to house the homeless and is currently empty.’

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## ADMINISTRATION COMMENT

1. The State Government is reforming its Specialist Homelessness Service delivery model and is looking to codesign future service delivery with the homelessness sector. An advisory group of specialist homelessness services has been established to inform this process.
2. The Adelaide Zero Project is currently considering how accommodation is provided in the City and suburbs to support transitioning people off the streets and into secure housing using a principle of Housing First. We will work with partners to consider accommodation options that support the Adelaide Zero Project’s goal.
3. As per a decision of Council on 22 October 2019, the development of a City of Adelaide Social and Affordable Housing Policy is underway and a workshop with Council is scheduled for 21 July 2020.
4. If the motion is supported, we will engage with the SA Housing Authority to organise a delegation to meet with the Premier and the Minister for Human Services.

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- END OF REPORT -

## Rebuilding Adelaide's night life

**ITEM 17.6** 09/06/2020  
**Council**

**Council Member**  
Deputy Lord Mayor (Councillor  
Hyde)

**Contact Officer:**  
Ian Hill, Director Growth

Public

## 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 the City's \$1 billion per annum night economy has been devastated by the coronavirus (COVID-19) pandemic.
2. Notes that many cities around the world now have nightlife advocates, such as New York (the 'Nightlife Mayor'), London (the 'Night Tsar'), Amsterdam (the 'Nachtburgemeester') among many others, but that no Australian jurisdiction has a nightlife advocate.
3. Investigates the appointment of an advocate for the City's nightlife and economy that would act in the interests of all elements of the night economy, including live music and entertainment, hospitality, liquor licensing and other related policy matters, such as managing the complicated interface between the night and daytime economies and residents' rights to the quiet enjoyment of their properties.
4. Investigates a soundproofing subsidy scheme so that residents and hotels may be supported in soundproofing their premises to allow for increased night time activation around them that does not impinge upon their rights.'

## ADMINISTRATION COMMENT

*To be distributed separately*

- END OF REPORT -

# Traffic Light Configuration

**ITEM 17.7** 09/06/2020

**Council**

**Council Member**

Deputy Lord Mayor (Councillor Hyde)

2019/00951

Public

**Contact Officer:**

Klinton Devenish, Director Place

## 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 immense disruption is being caused to commuters due to the automatic traffic light cycles brought in to ensure pedestrians do not touch crossing buttons, including pointless stopping and starting where there is no demand for cross-directional traffic flow.
2. Returns all traffic light cycles to pre-coronavirus configurations.
3. Undertakes a review of traffic signal cycles with DPTI to optimise them and remove the inherent bias against car movement in the City.'

## ADMINISTRATION COMMENT

1. South Australia is in a declared Major Emergency in respect to the outbreak of a COVID-19 and therefore public health requirements, such as physical distancing and hygiene measures are in place to protect South Australians.
2. Traffic signals in the City of Adelaide (CoA) were configured to automatically demand pedestrian movements on 23 March 2020 in response to COVID-19. This serves two important public health purposes. Firstly, it removes the need for pedestrians to undertake surface contact with the button to request a crossing movement, and secondly it reduces the size and density of gatherings of pedestrians at crossings.
3. Since the introduction of the automated service, and over the COVID-19 period, various locations in the city and North Adelaide have been progressively modified following monitoring of traffic operations and in response to feedback.
4. In some residential areas, automatic demand has been deactivated during evening and night-time hours to minimise complaints arising from the noise caused by the audio tactile push button.
5. The automatic demand arrangement at some other signals have also been removed or modified where deemed appropriate, to better enable major traffic flows.
6. Prior to the recent change, the automatic pedestrian demand facility has been in place in the CBD for numerous years on the minor approaches along some arterial roads and at locations with high pedestrian volumes. Timing varied depending on location, with the typical automatic demand period between 7am and 7pm, with some locations, such as along Hindley Street east, operating on the basis of a 24-hour automatic demand service.

7. Automatic demand of pedestrian movements can impact traffic flow, particularly on the primary approaches to intersections, where traffic signals are configured to 'rest' on green for the primary movement. Drivers are more likely to encounter a red light than when auto demand is present.
8. The arrangement can benefit traffic on minor approaches to intersections, where drivers are more likely than normal to encounter a green light, and does provide benefit to pedestrians by reducing wait times.
9. Administration continually works with staff from the Department of Planning, Transport and Infrastructure, who operate the signals on behalf of CoA to refine and optimise traffic signal operation in the city.
10. The grid arrangement of the road network, combined with similar traffic demands from north, south, east and west, pose a challenge to optimising traffic flow from any direction, as the competing demands need to be balanced.
11. Groups of traffic signals are typically linked during the morning and afternoon peak periods, to facilitate movement along major corridors. This increases the likelihood of drivers on these corridors receiving consecutive green signals. The signals operate long cycle times during peaks, which increases capacity, but also increases wait times for pedestrians and vehicles on minor approaches.
12. Outside of peak periods, signals in some locations outside the CBD are isolated and time is allocated based on real-time demand. Cycle times can be shorter during these periods, thereby minimising delays.
13. Administration has received multiple requests from the public to retain the initiative on a permanent basis, citing reduced waiting times, reduced frustration at just missing the signal cycle and from people using wheelchairs who may otherwise have difficulty reaching push buttons at some locations.
14. At the end of the current emergency declaration, a review will be undertaken of the traffic signal operation with the automatic introduction of the pedestrian demands

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- END OF REPORT -

# Mural on the North-East Corner of Frome and Rundle Streets

**ITEM 17.8** 09/06/2020  
**Council**

**Council Member**  
Councillor Couros

2019/01425  
Public

**Contact Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## MOTION ON NOTICE

**Councillor Couros 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 mural on the north-east corner of Frome and Rundle Streets by local artist Driller Jet Armstrong has contributed to a dynamic city culture, providing vibrancy, local identity and the creation of a cultural destination.
2. Notes that the mural is now over ten years old and is in need of a refresh.
3. Requests that Administration investigates opportunities for City of Adelaide to support the renewal, restoration or replacement of the mural in partnership with the artist, including opportunities for co-funding from other sources.'

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## ADMINISTRATION COMMENT

1. The City of Adelaide Public Art Action Plan promotes public art as an expression of Adelaide's cultural richness and creativity. Goal 1, Adelaide is a must visit destination, supports the delivery of an Art in the Streets mural program that grows Adelaide's existing reputation for street art.
2. The wall on 228 Rundle Street has a long history as a site for creative artwork. Artists Carol Ruff and Barbary O'Brien first painted *When I'm Sixty Four* on the wall in 1984. Driller Jet Armstrong was then commissioned in 1998 by the Adelaide City Council and Rundle Street Traders to paint the existing mural *Daubist #1*. Driller recruited other local artists David Bromley, Brettski and Andrew Parish to collaborate to create the existing mural as a response to the underlying inaugural artwork.
3. The mural is popular and is featured in the City of Adelaide's *Art in Adelaide* database and walking trail. Given its age, the mural is faded and in need of a refresh.
4. A refresh of the mural would add vibrancy to the East End and provide the opportunity to engage the community in the experience. Time lapse photography and an artist talk are potential value-adding engagements that could be undertaken in parallel with repainting. Driller's practice of working in collaboration with other artists would also provide the opportunity to develop local talent.
5. If the Motion is supported, we will work directly with Driller Jet Armstrong to develop a co-funded partnership with CoA contribution coming from the Public Art Capital Budget for 2020-21.
6. The progression of the project will be dependent on the building owner's permission.

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- END OF REPORT -



# Christmas in the City

**ITEM 17.9** 09/06/2020  
**Council**

**Council Member**  
Councillor Khera

2019/01425  
Public

**Contact Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## 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 Council:

Requests the administration facilitate a workshop geared towards Councillors input on how 2020 can see the biggest and most beautiful Christmas in Adelaide's history, including detailed information on the proposed spending of existing budgeted funds.'

## ADMINISTRATION COMMENT

1. A workshop has been scheduled for 21 July 2020 to seek input from Councillors to inform the strategic directions for the development of a Christmas Festival Action Plan 2020-2023.
2. To develop the Christmas Festival Action Plan 2020-2023, we are working across Council to leverage all areas that may contribute to the visual and engagement elements of a Christmas Festival.
3. The workshop will seek input on:
  - 3.1. Festival Goals
  - 3.2. Key Strategies
  - 3.3. Delivery Mechanisms
  - 3.4. Timeline and Locations
  - 3.5. Policy Implications
  - 3.6. Budget Distribution.
4. Next steps will include:
  - 4.1. Stakeholder and community engagement to inform the development of the draft Action Plan
  - 4.2. Report to Council in September 2020 for consideration and approval of the Action Plan
  - 4.3. Implementation for Christmas 2020.

- END OF REPORT -

## Financial Assistance

**ITEM 17.10** 09/06/2020  
**Council**

**Council Member**  
Councillor Martin

2018/01151  
Public

**Contact Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## 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 it provided financial assistance for City of Adelaide tenants with a three month rent holiday in the expectation of financial hardship stemming from the COVID 19 pandemic, asks the Administration to model a scheme to provide three months exemption from rates for small businesses in the City of Adelaide, many of which are experiencing severe financial strain.

The modelling to be presented to Council by the first meeting in July should;

1. Provide an equitable criteria for determining which small businesses would be eligible for the rate exemption
2. The manner in which the exemption will be granted, including recommendations as to whether the rate exemption should be applied automatically to rate notices or subject to an application process
3. Commentary as to whether the exemption should apply from September, coinciding with the current end date of the Jobkeeper program, or some other date, and
4. The cost and the means by which Council could pay for such assistance to small business.'

## ADMINISTRATION COMMENT

1. A report is being presented to Council on 9 June 2020 based on a decision from Council on 12 May 2020 which addresses COVID-19 Small Business Assistance.

- END OF REPORT -

# Carparking Levels for Infill Developments

ITEM 17.11 09/06/2020  
Council

**Council Member**  
Councillor Khera

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

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## 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 Council:

Requests administration provide a brief report on the impacts on local businesses of zero to minimal parking requirements for new apartment approvals, the ensuing expansion of permit parking, and the effect on business patronage with respect to drivers from outside the city, with a view to forming a council position on the matter. The report should consider the impacts on businesses that rely on outside visitation.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -

## Exclusion of the Public

**ITEM 19.1** 09/06/2020  
**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 Question on Notice seeking consideration in confidence

**20.1.** Councillor Martin – Question on Notice – Winter Lights [s 90(3) (j)]

The Order to Exclude for Item 20.1:

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 20.1

### 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 9/6/2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 20.1 [Councillor Martin – Question on Notice – Winter Lights] 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 to ensure that the Council does not disclose information that has been provided in confidence by 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).

#### Public Interest

The Council 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 would divulge information provided on a confidential basis by the Minister or another public authority or official (not being an employee of the council, or a person engaged by the council) , potentially compromising a funded event opportunity.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 9/6/2020 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 20.1 [Councillor Martin – Question on Notice – Winter Lights] 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.

## 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 20.1 - Councillor Martin – Question on Notice – Winter Lights
    - 6.1.1 Is not subject to an Existing Confidentiality Order.
    - 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

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## ATTACHMENTS

Nil

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- END OF REPORT -

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Confidential Item 20.1

Councillor Martin – Question on Notice - Winter Lights  
Section 90 (3) (j) of the *Local Government Act (SA) 1999*  
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