

Colonel Light Room, Town Hall, Adelaide



The Committee Special Meeting Minutes, Tuesday 10 December 2019, at 5.00 pm

Present - The Right Honourable the Lord Mayor, Sandy Verschoor;
Councillor Hyde (Deputy Lord Mayor) (Chair)
Councillors Abiad, Abrahimzadeh, Couros, Donovan (Deputy Chair), Hou, Khera, Knoll,
Martin, Moran and Simms.

#### **Acknowledgement of Country**

At the opening of the Special Committee Meeting, the Chair stated:

'Council acknowledges that we are meeting on traditional Country of the Kaurna 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 Kaurna people living today.

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

Councillor Donovan entered the Colonel Light Room at 5.01pm

#### **Apologies and Leave of Absence**

Nil

Councillor Abiad entered the Colonel Light Room at 5.02pm

#### **Discussion Forum Items**

Strategic Alignment – Liveable

1. Item 3.1 - Adelaide Aquatic Centre – Needs Analysis [TC]

**Discussion Facilitators:** 

Mark Goldstone, Chief Executive Officer City of Adelaide Tom McCready, Associate Director Property & Commercial, City of Adelaide Warren Green, Warren Green Consulting

Precis of topic:

Utilising a PowerPoint presentation, The Committee was provided with a presentation on the Needs Analysis report for the Adelaide Aquatic Centre.

During the discussion, Councillor Moran entered the Colonel Light Room at 5.08pm

The PowerPoint utilised during the presentation, is attached for information at the conclusion of the minutes.

2. Item 3.2 - Adelaide Football Club – Draft Concept Plans [TC]

**Discussion Facilitators:** 

Andrew Fagan, Chief Executive Officer, Adelaide Football Club David Cooke, Director of City Collective on behalf of Adelaide Football Club

Precis of topic:

Utilising a PowerPoint presentation, The Committee was provided with a presentation on the draft proposal for the Adelaide Football Club Sport and Community Centre.

The PowerPoint utilised during the presentation, is attached for information at the conclusion of the minutes.

#### Closure

The Special meeting closed at 6.01 pm.

Councillor Hyde (Deputy Lord Mayor) **The Committee Chair** 

#### **Documents attached:**

Minute 1 - Item 3.1 - Adelaide Aquatic Centre - Needs Analysis, PowerPoint Presentation

Minute 2 - Item 3.2 - Adelaide Football Club - Draft Concept Plans, PowerPoint Presentation



10<sup>th</sup> December 2019

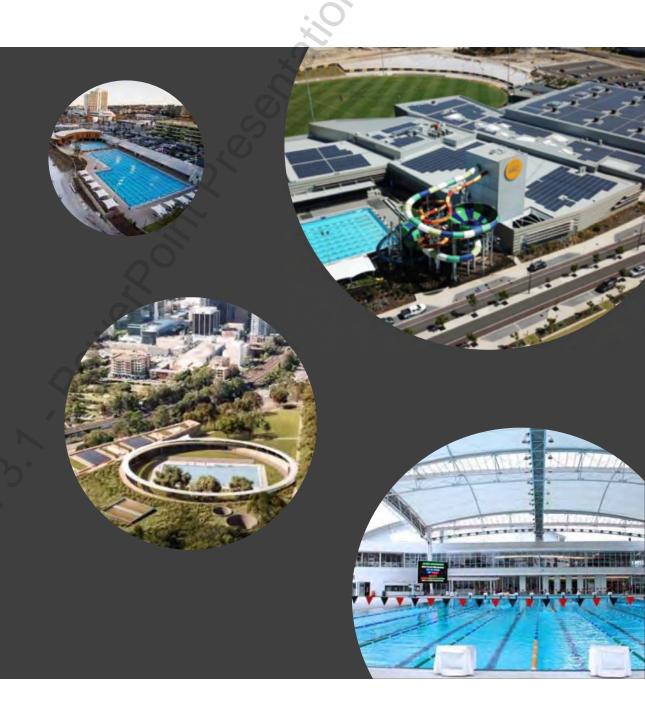


## **Study Process**

AAC Review	
Background Context	
Consultation	
Site Visits	QO
Benchmarking	
Industry Trends	⊙·
Demand Analysis	
Social Value	
Analysis and Conclusions	

## Consulting Background

Aquatic and Leisure Specialist
13 Years Consulting
Major Facility Operator



## **Active City Strategy Principles**

- Maximize Participation multi-purpose and multiple outcomes
- Health and Wellbeing for All regardless of age, cultural background, ability or socio-economic
- Optimal Facilities and Operations best possible experience
- Working with Partners to deliver more opportunities or deliver sooner
- Economic Sustainability major leisure centres are commercially responsive
- Informed and Educated Community communicate benefits

### **AAC Overview**

1969 - Adelaide Swimming Centre, 1985 - AAC, 1990 - Leisure Component

714K Visits, \$6.2M Income

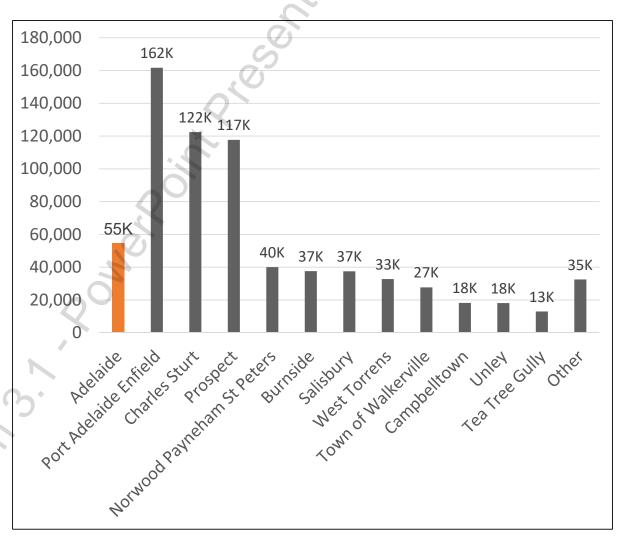
2,420 Swim School, 1,639 Members

Area Total 29,000sqm, Building 11,900sqm, Car Park 7,000sqm

8% CoA Users, 23% Port Adelaide Enfield, 17% Charles Sturt, 16% Prospect

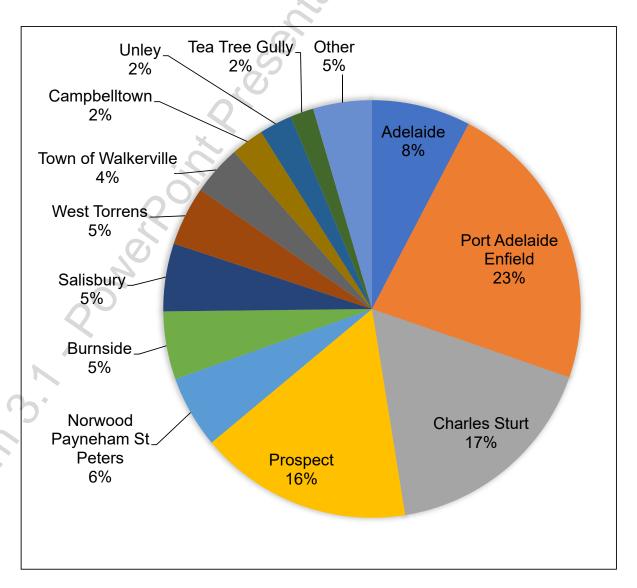






Note: No LGA aquatic facilities in Charles Sturt, Prospect or Walkerville





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

Capital Works

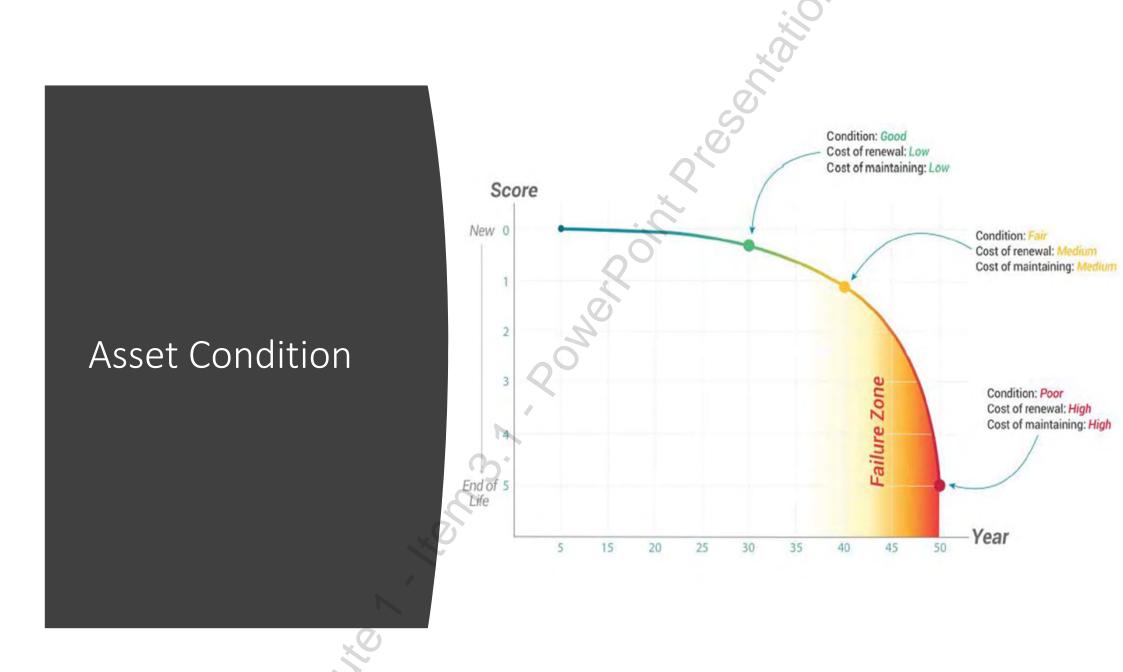
Next 3 years could be in the range of \$4M to \$6M

Years 4 to 10 could be in the range of \$10M to \$15M

Total over next 10 years could be in the range of \$14M to \$21M depending on scope

Works would address condition of asset but not necessarily enhance services or reduce operating costs

Major works areas include: dive pool, 50m pool boom, eastern grandstand, spa, sauna, steam room, changerooms and services



Item	AAC	High Performance Benchmark	Difference
Building Footprint	11,900sqm	10,452sqm	14%
Total Footprint	29,000sqm	26,600sqm	9%
Car Parks	266	513	-48%
Gym Size	373sqm	764sqm	-51%
Annual Visits	714K	1,171K	-39%
Revenue	\$6.2M	\$12.1M	-49%
Net Performance	(-\$1.0M)	\$1.2M	-188%
Subsidy per Visit	(-\$1.44)	\$0.91	-258%
Total Swim School and H&W	4,000	7,970	-50%
Income p.a. per sqm	\$524	\$1,243	-58%
Visits p.a. per Building Size	60	114	-47%
Members per Catchment	1.4%	8.0%	-82%

Other Benchmarks Development costs \$5,400+ per sqm of floor space

Gaps in changerooms, gym facilities, warm water pool and leisure facilities

40% increase in visits post redevelopment – 100% + for replacement

Staffing costs 50%+ and large increases in utility costs

Ideal car park provision is 1:2,500 visits

## Consultation Feedback



AAC developed as State Centre but SAALC now Performs Role



Facility Type
Critical to
Financial
Sustainability



Aim to Ensure Services for CoA 18 to 35-yearold's



Swim School and Health And Wellness 2/3 of Income

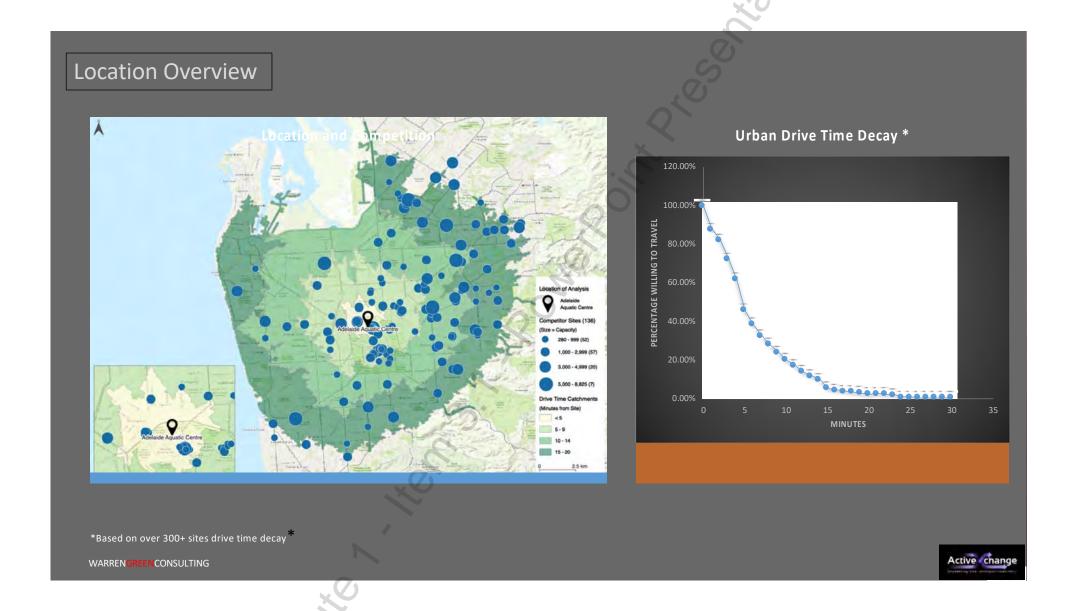


These Spaces often underprovisioned in New Facilities

## ActiveXchange Investment Planning Model Adelaide Aquatic Centre Location

September 2019





#### Projected Demand - Current

#### Gym

Approximately 120 station facility

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

#### Swimming

Approximate 1,100m² pool area

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

#### **Group exercise**

Dry program/multi purpose rooms
Outdoor circuit training

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









#### Projected Demand - 2030 Projections

#### Gym

Approximately 120 station facility

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

#### Swimming

Approximate 1,100m² pool area

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

#### **Group exercise**

Dry program/multi purpose rooms
Outdoor circuit training

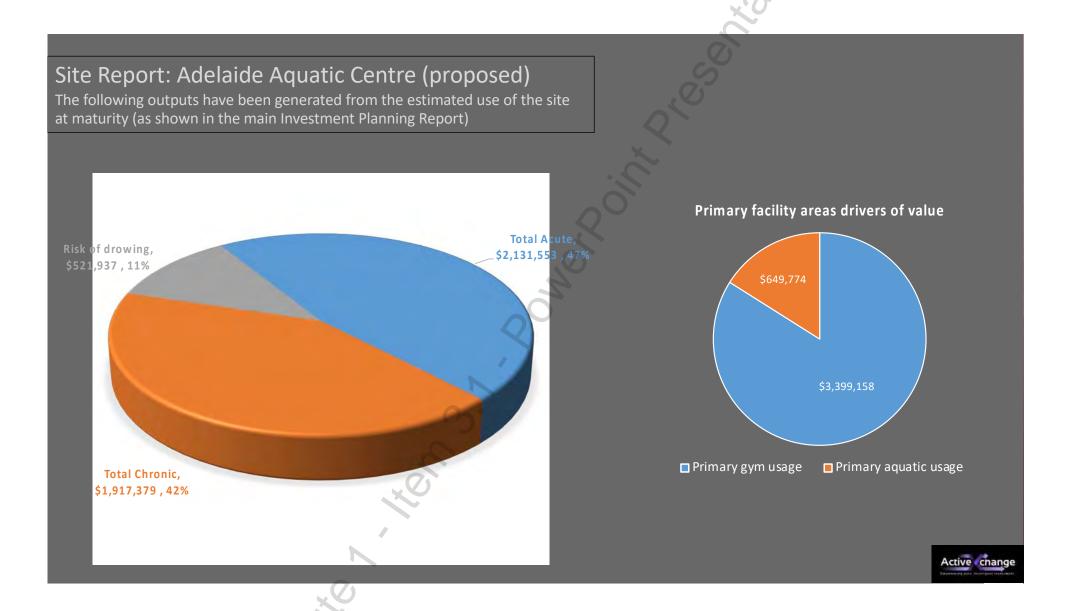
- Projected visits per annum 24,456
- Projected visits per month 2,038
- Projected demand (users) 657

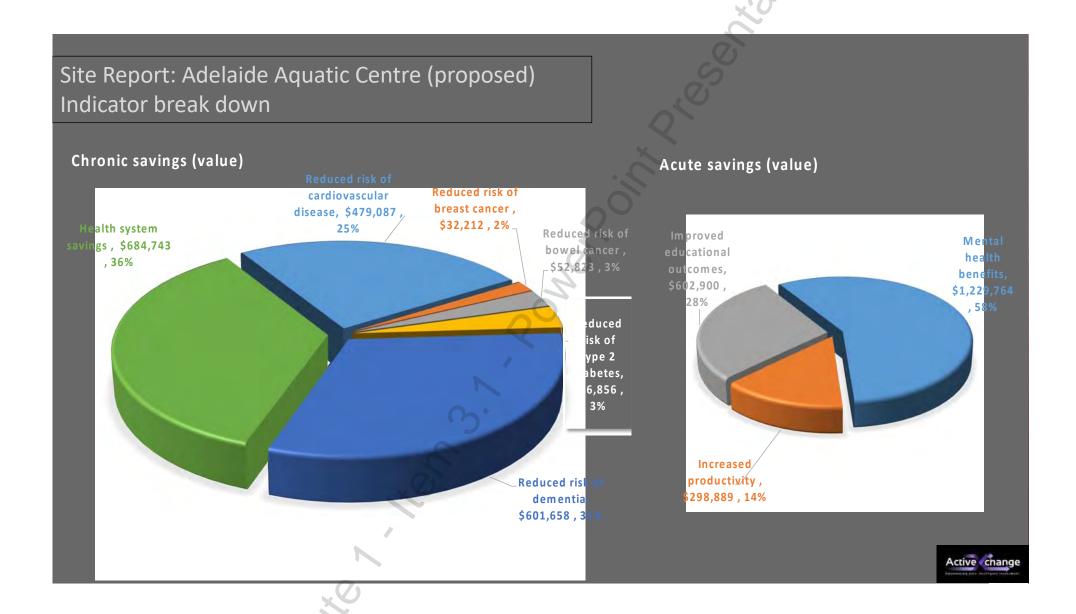












## Demand Summary

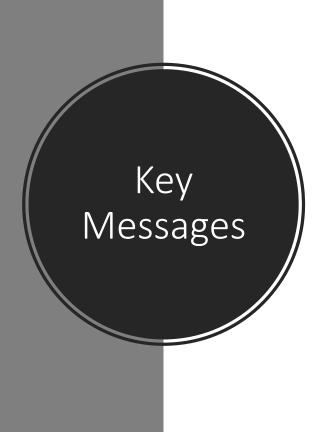
Demand in 2030 for 80% increase in visitations from 742K to 1.3M

#### Optimal facility based on demand is:

- 9,300sqm of building footprint
- 520 car parks
- Total area of 26,100sqm

#### Optimal provision includes:

- Larger gym
- Large swim school space
- Warm water pool
- Leisure water
- 50m pool
- No dive pool



- 1) AAC developed as a state-based sport facility but no longer the case
- 2) AAC is rapidly approaching the end of its practical life
- 3) There is exceptionally high level of community demand for aquatic and leisure facility provision
- 4) A new facility should be developed as a community facility with the key guiding principles being:
  - Maximising participation
  - Health and wellbeing for all
  - Optimal facilities and operation
  - Working with partners
  - Economic sustainability
- 5) The key drivers need to be determined to progress future planning:
  - Regional v local catchment
  - Available site size
  - Partnerships
  - Funding

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	50m pool	25m pool (large)	25m pool (large)	25m pool		
Components	Spectator seating	Learn to swim	Learn to swim	Learn to swim /		
	Learn to swim	Leisure water (large)	Leisure water	toddler's pool		
	Leisure water (large)	Warm water pool	Warm water pool	Warm water pool		
	Warm water pool	(large)	Spa, sauna and steam	(small) and spa		
	(large)	Spa, sauna and steam	Gymnasium	Gymnasium		
	Spa, sauna & steam	Gym (large)	Program rooms	Program rooms		
	Gym (large)	Program rooms	Creche	Children's area		
	Program rooms	Creche	Café	Café		
	Creche	Café	Service areas	Service areas		
	Café	Service areas				
	Service areas					

<sup>\*</sup>Note: excludes demolition cost

## Focus on Indoor Facilities

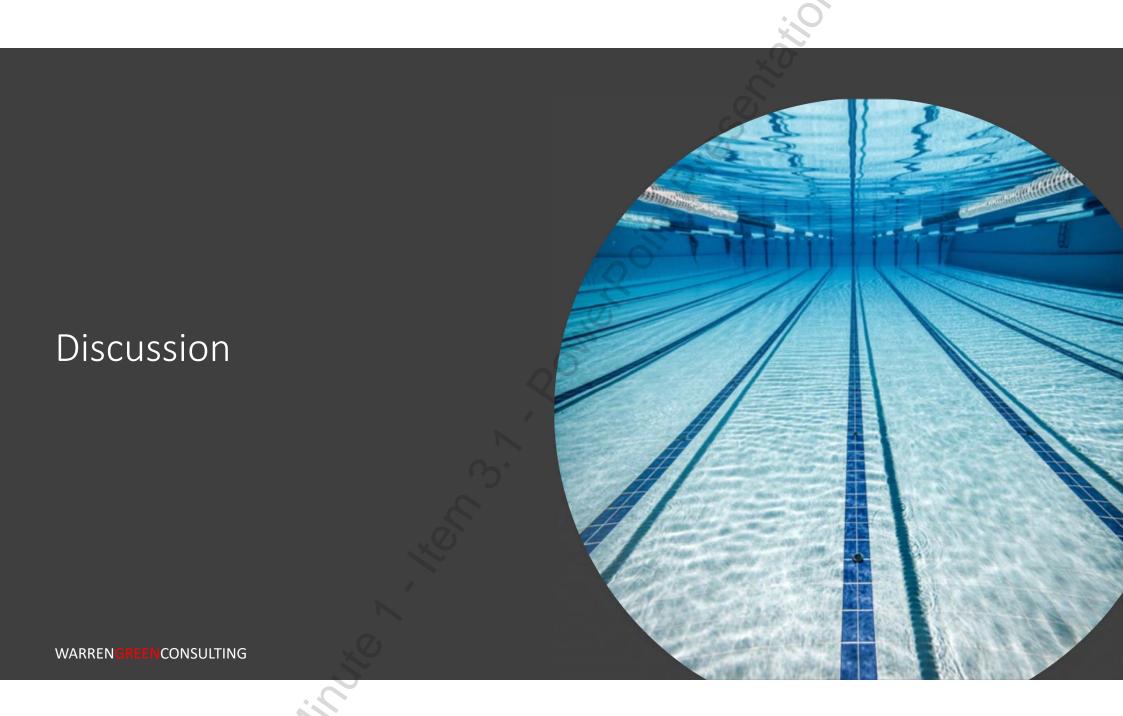
### Alignment with Active City Strategy

- Catering for very high demand
- Diversity of programs and services
- All year round usage
- Enhanced accessibility
- Financial performance
- Gaps in provision (e.g. warm water pool & leisure)

#### Existing outdoor facilities at:

- George Bolton
- Norwood
- Payneham
- Unley

Several Aus examples of exceptional indoor/outdoor facilities but very costly and large site footprint







## **OBJECTIVES FOR TODAY**

- 1. THE OPPORTUNITY FOR ADELAIDE
- 2. CITY OF ADELAIDE'S GUIDING PRINCIPLES
- 3. ADELAIDE FOOTBALL CLUB VISION & OBJECTIVES
- 4. RESPONSE TO COUNCIL'S GUIDING PRINCIPLES
- 5. ECONOMIC BENEFIT
- 6. SUMMARY



Adelaide Football Club Sport & Community Centre
Draft Proposal
10TH DECEMBER 2019



# CITY OF ADELAIDE'S GUIDING PRINCIPLES



## 1.0 Community Engagement – short/long term consultation and communication:

- 1.1 Community to have input
- 1.2 Community informed
- 1.3 Stakeholder engagement



## 2.0 Community Benefit – service provision, community access, recognition of user groups:

- 2.1 Increase to service offering
- 2.2 Universal Access
- 2.3 Community Access
- 2.4 Community priority use of the aquatic and recreational facility
- 2.5 Pool/public baths elements



#### 3.0 Parklands Setting – impact, footprint, built form and relevant Community Land Management Plan

- 3.1 Reduction in net footprint
- 3.2 Sympathetic to Park Lands
- 3.3 Sustainable
- 3.4 Car parking provision
- 3.5 No permanent liquor licence



## 4.0 Economic Outcomes – supporting the broader precinct:

- 4.1 Catalyse O'Connell Street and surrounding area
- 4.2 Must not detract from O'Connell Street
- 4.3 Drives commercial outcomes for the precinct and city



## 5.0 Value Proposition – financial sustainability, short/long term commercial benefits, upgrades to recreational & building asset and opportunities to Council:

- 5.1 A financially sustainable operation for Council that maximises return on investment
- 5.2 Fit for purpose

# THE CLUB'S VISION AND OBJECTIVES



**1.0 Enhance the identity** of the City of Adelaide and North Adelaide as a destination, attracting people to the city



2.0 Enhance delivery of a range of important Community Programs to thousands of South Australian children and community groups



3.0 Enhance the Parklands experience as identified in the Adelaide Parklands Management Plan 2025 through increased activity and participation



4.0 Create a state-of-the-art Aquatic, Recreation and Education Facility with world-class elite athlete training amenities, in a precinct that provides all year-around engagement opportunities with the Crows fan base & broader community



**5.0 Create a leading sport technology innovation focus** create a leading innovative sport technology focus



6.0 Establish a greater network of public amenity & safety



7.0 Create a connection with the North Adelaide community and retailers that will reactivate O'Connell Street

# THE VISION

THE NEXUS OF CITY PRIDE, COMMUNITY LEADERSHIP AND ELITE SPORT











A CENTRE THAT BELONGS TO THE COMMUNITY

WHILE CELEBRATING THE CLUB















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PARKLAND LANDSCAPE

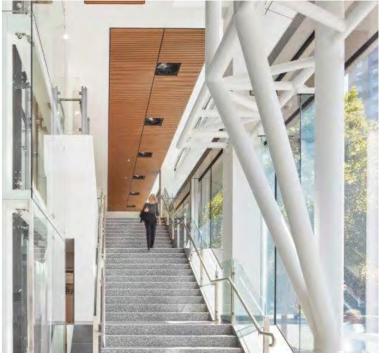




















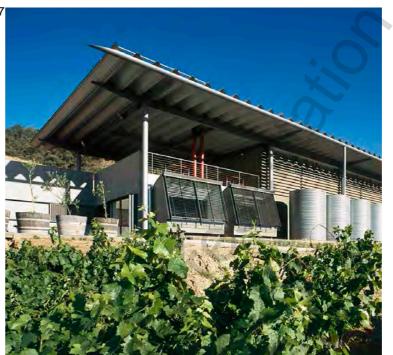
















## A BUILDING THAT IS UNIQUELY SOUTH AUSTRALIAN







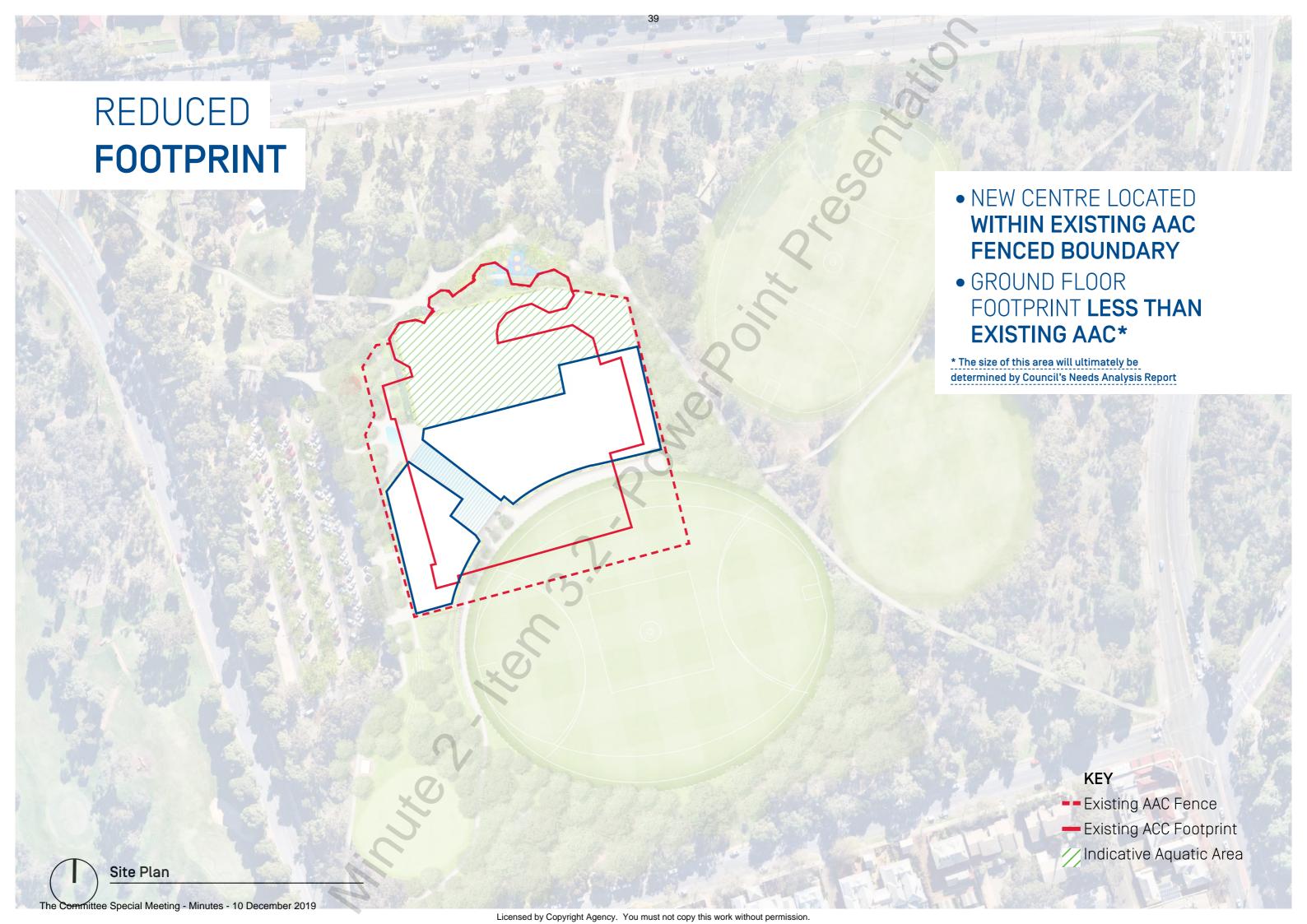


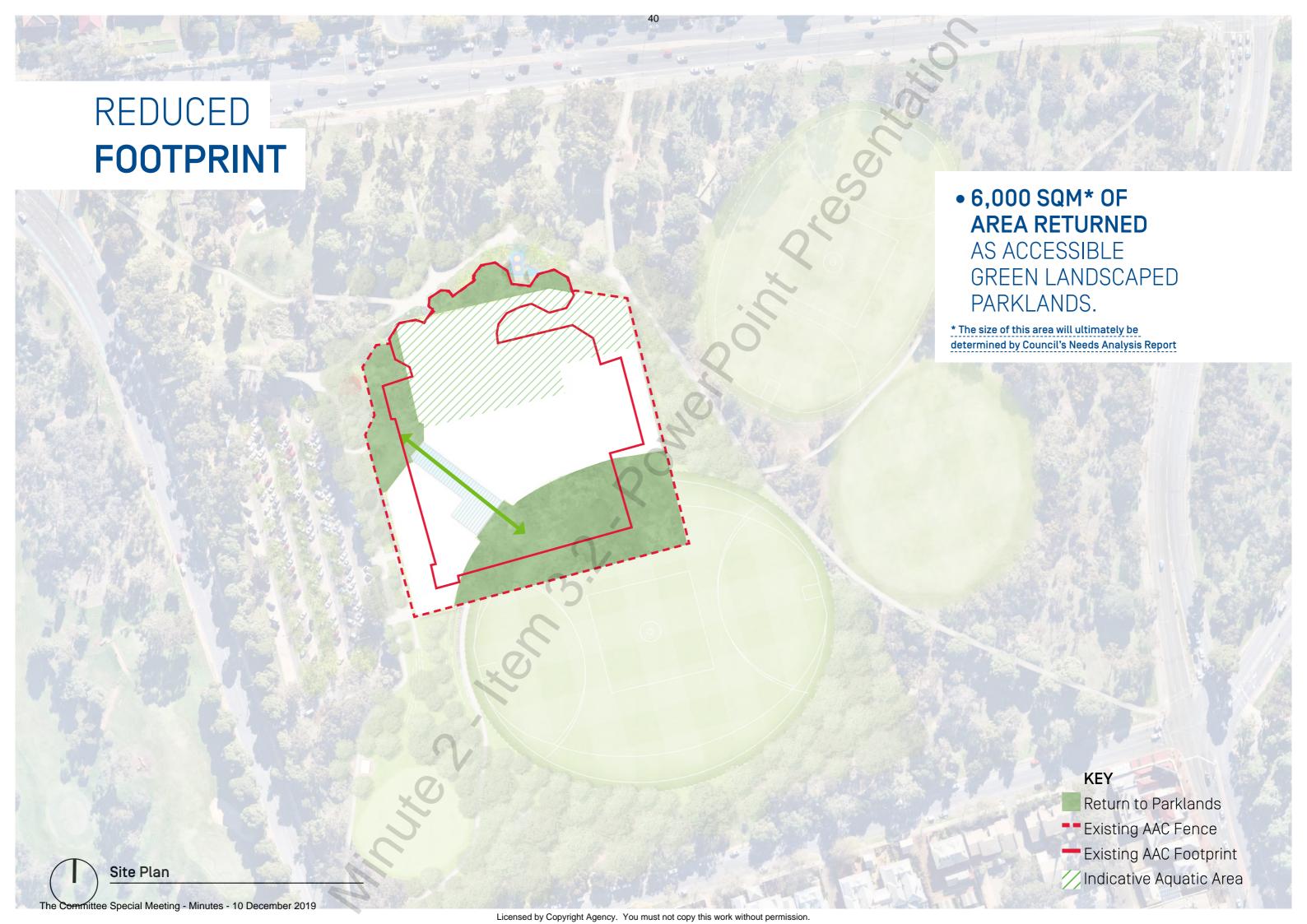


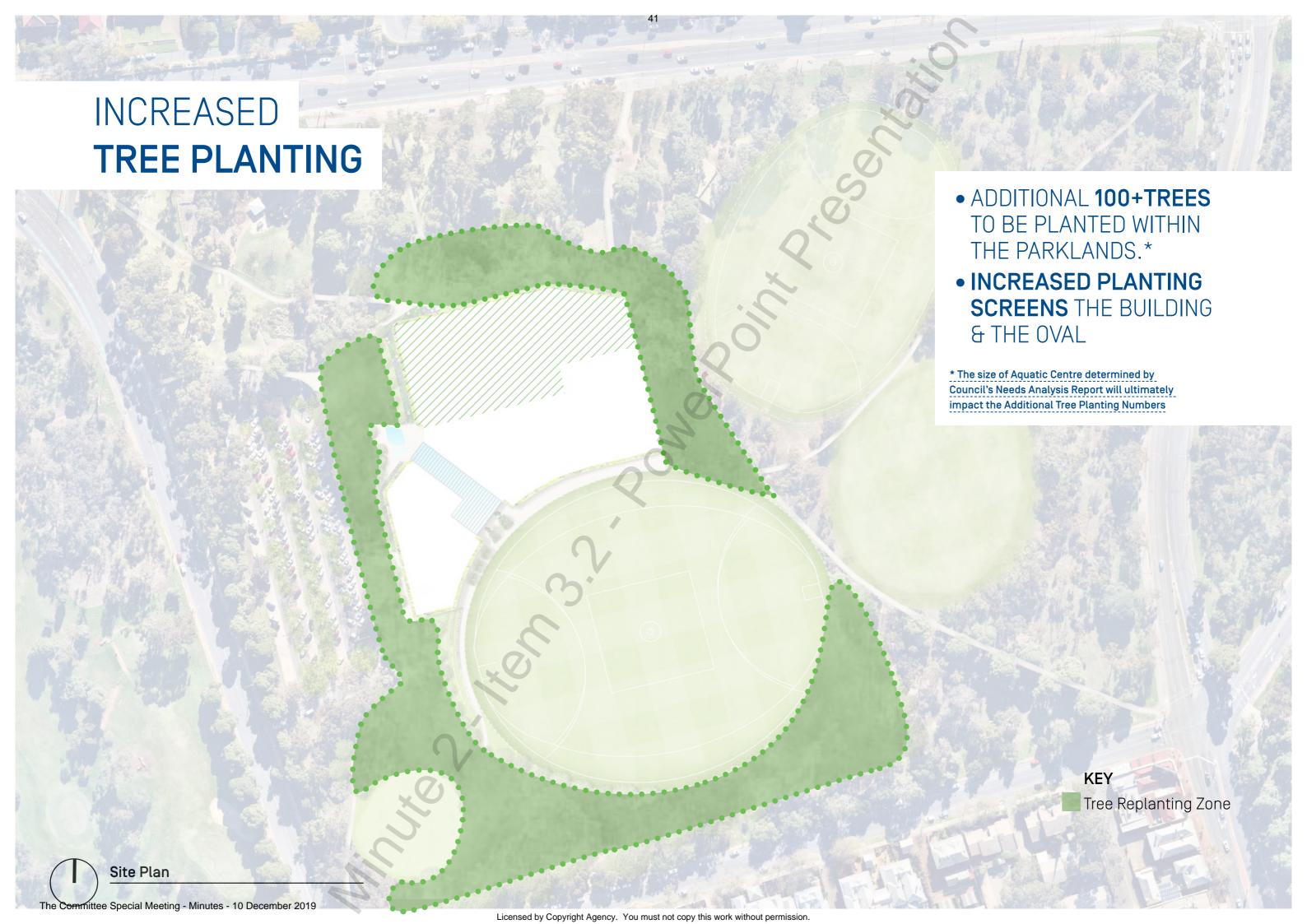


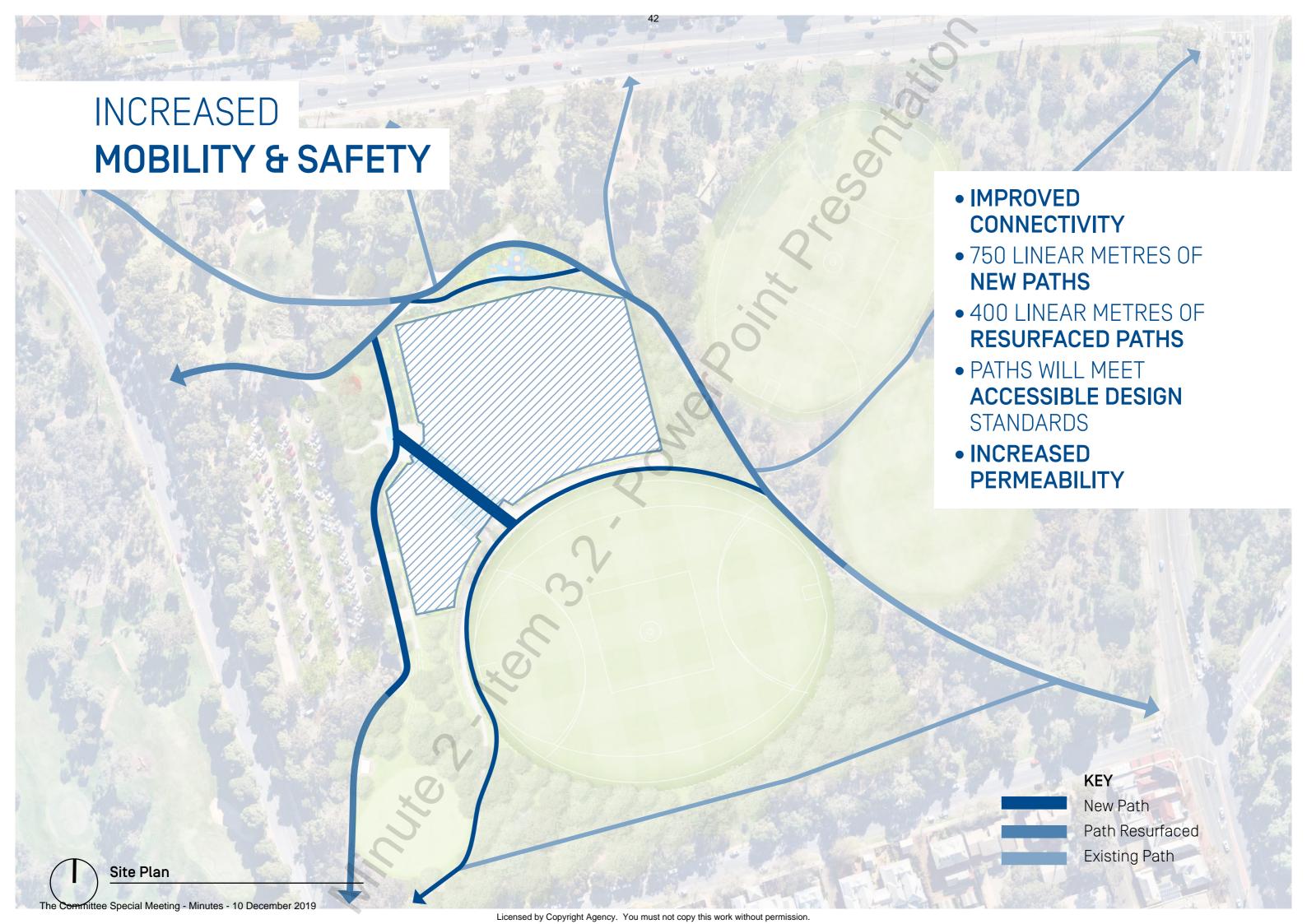
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# OUR RESPONSE TO COUNCIL'S GUIDING PRINCIPLES



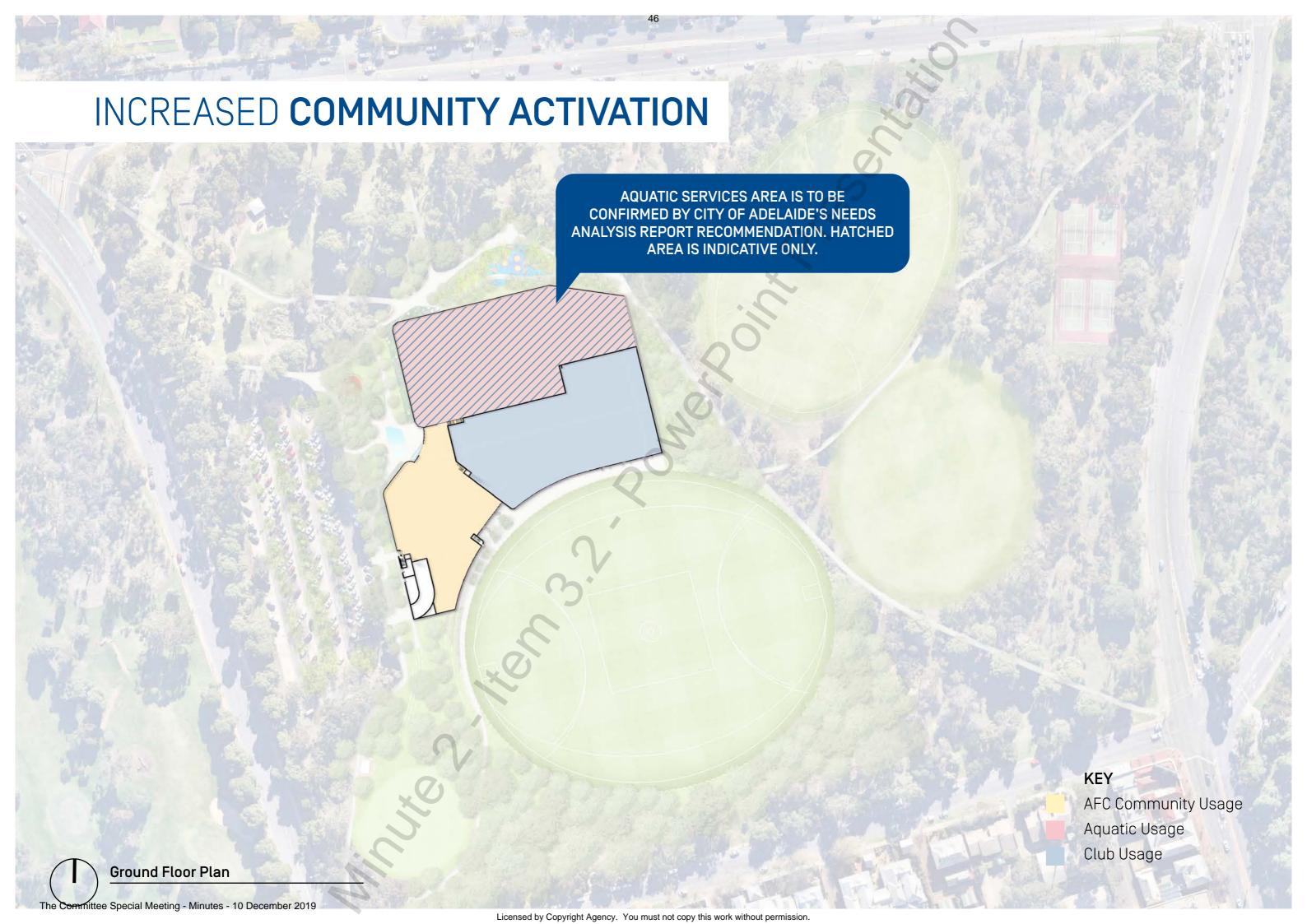






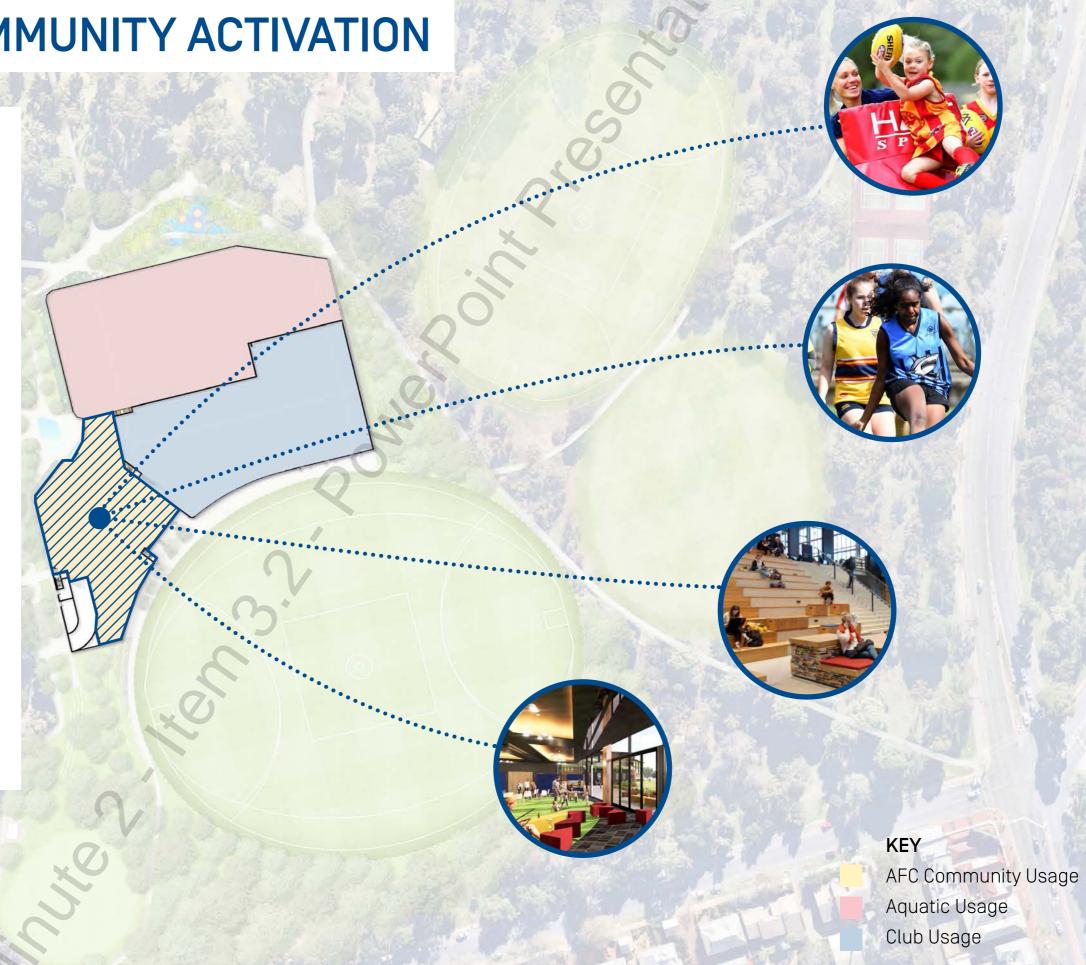






#### INCREASED COMMUNITY ACTIVATION

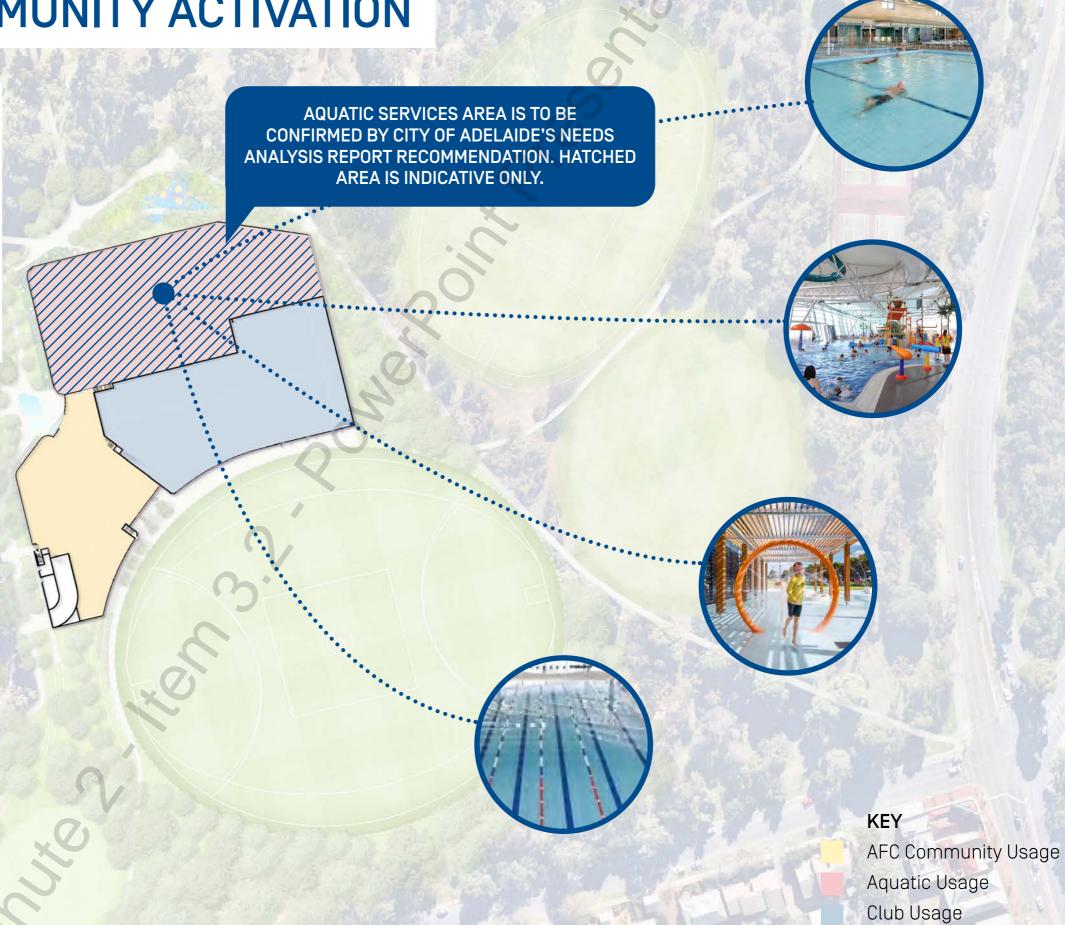
- COMMUNITY AND SCHOOL PROGRAMS
- LEARNING AND **EDUCATION AREAS**
- MULTI-PURPOSE **SPACES**
- INDIGENOUS **PROGRAMS**
- MULTICULTURAL **PROGRAMS**
- FEMALE FOOTBALL LEADERSHIP AND DEVELOPMENT **PROGRAM**
- THE CROWS CHILDREN'S **FOUNDATION** CHARITABLE PROGRAMS AND ACTVITIES
- STEM FOOTY PROGRAMS



## INCREASED COMMUNITY ACTIVATION

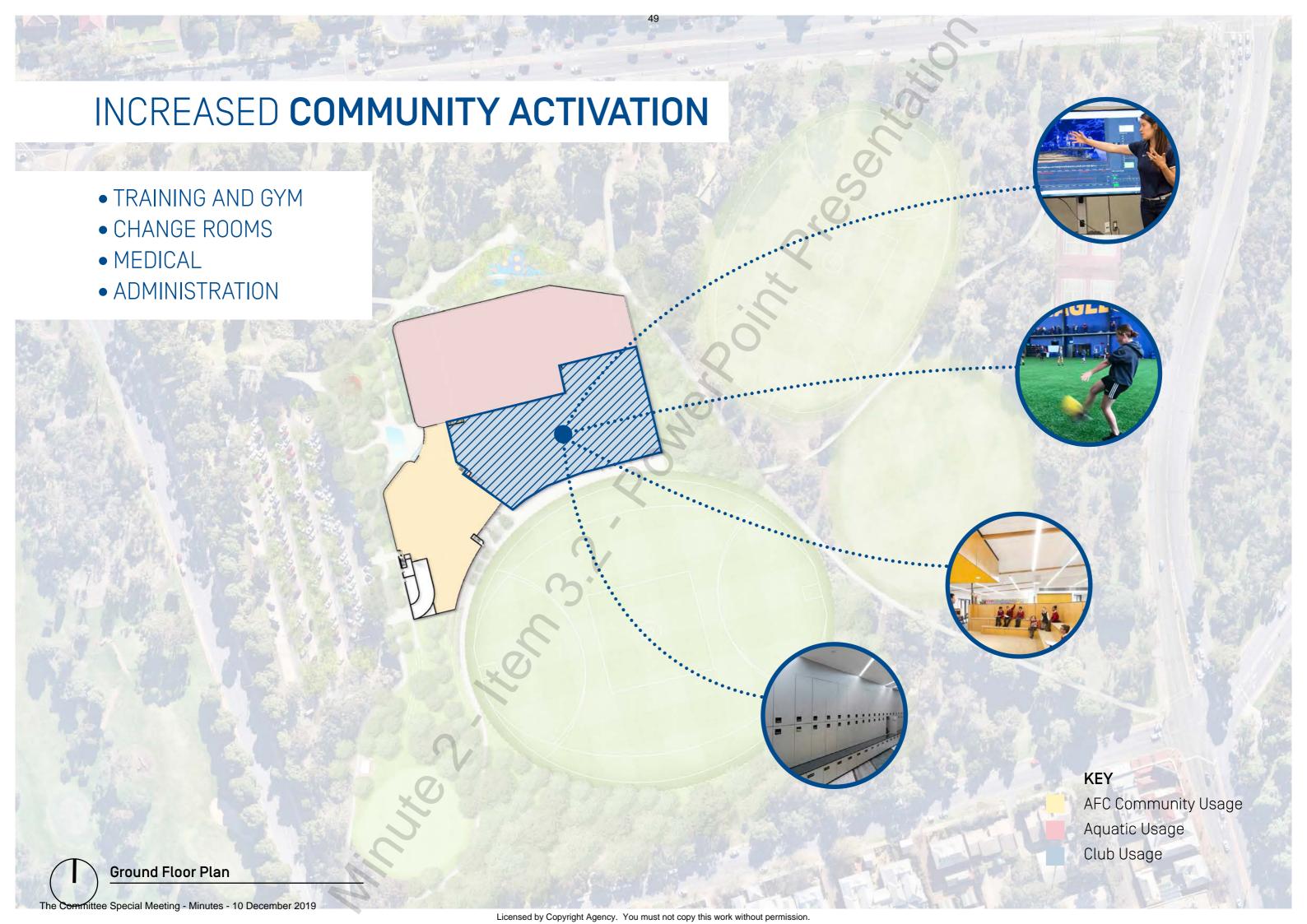
- LAP SWIMMING
- HYDRO THERAPY
- LEARN TO SWIM/ WATER PLAY
- GYM & DRY FITNESS
- CAFE

\* The size and services will ultimately be determined by Council's Needs Analysis Report



Ground Floor Plan

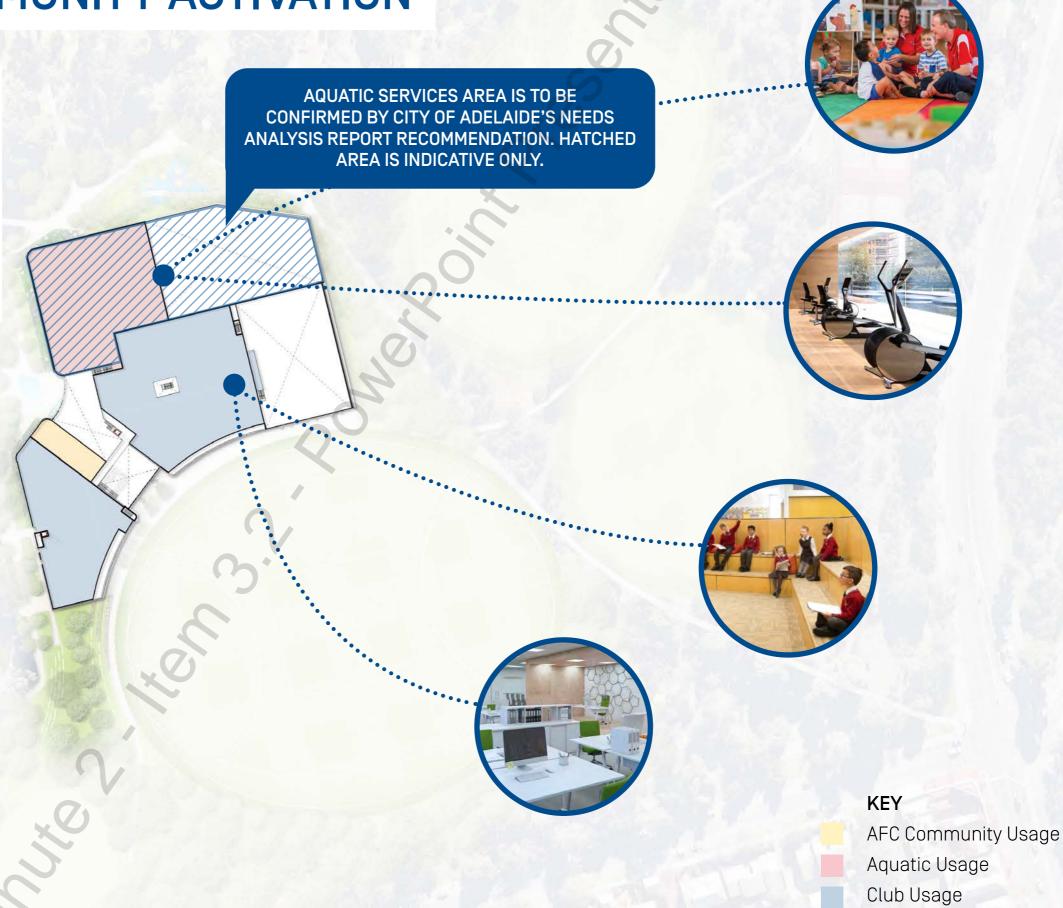
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#### INCREASED COMMUNITY ACTIVATION

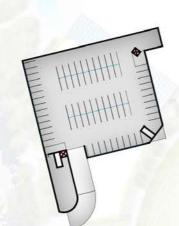
- PUBLIC GYM\*
- PUBLIC CRÈCHE\*
- EDUCATION AREAS
- CLUB ADMINISTRATION

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#### **UNDERGROUND** PARKING

- AFC CAR PARKING & LOADING **ACCOMMODATED UNDERGROUND**
- NO PROPOSED **CHANGES** TO EXISTING PUBLIC CAR PARK AND ACCESS



**KEY** AFC Community Usage Aquatic Usage Club Usage

**Basement Plan** 



#### **REDUCED** BUILDING HEIGHT



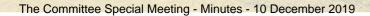




SYMPATHETIC TO PARKLAND SETTING

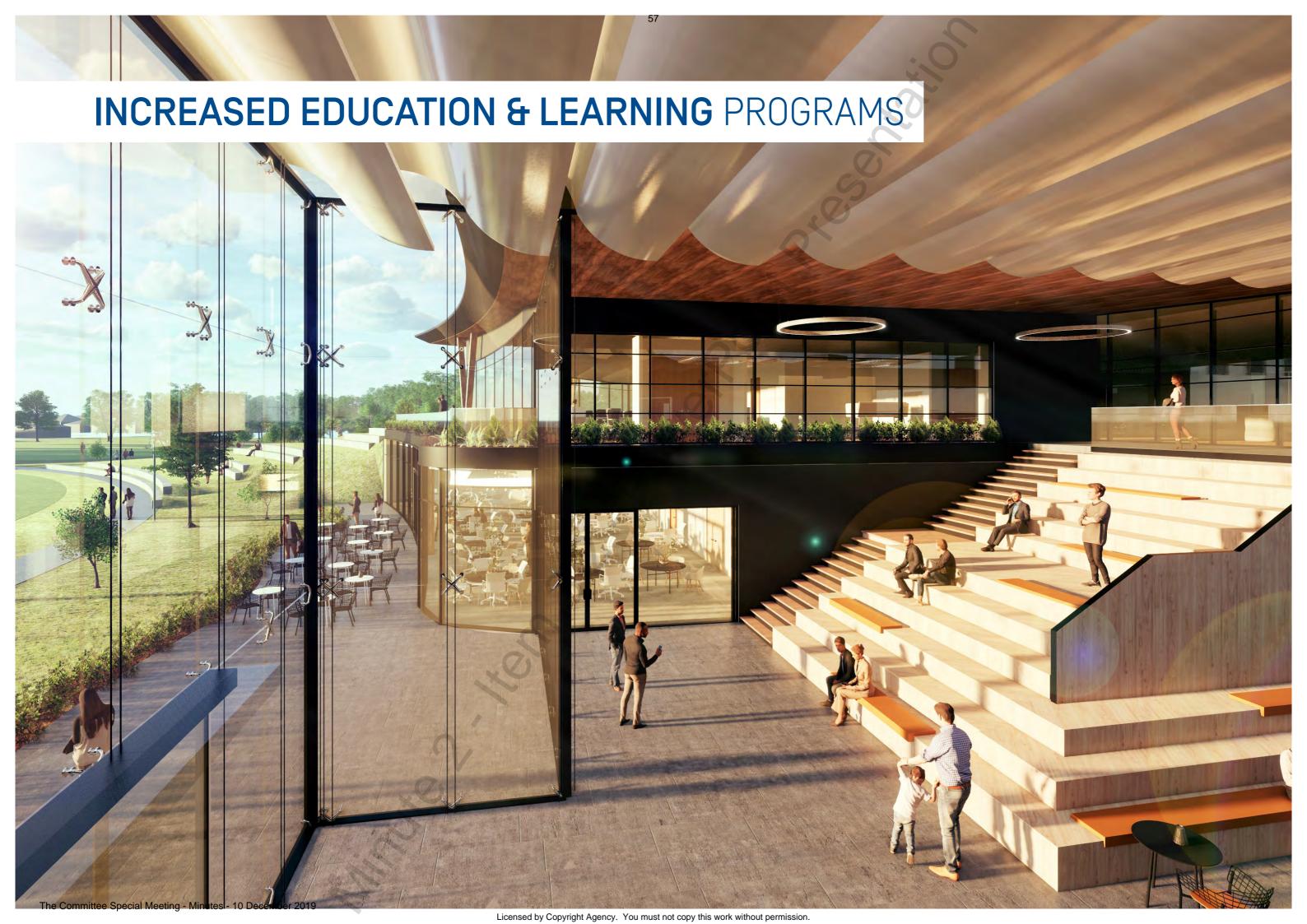


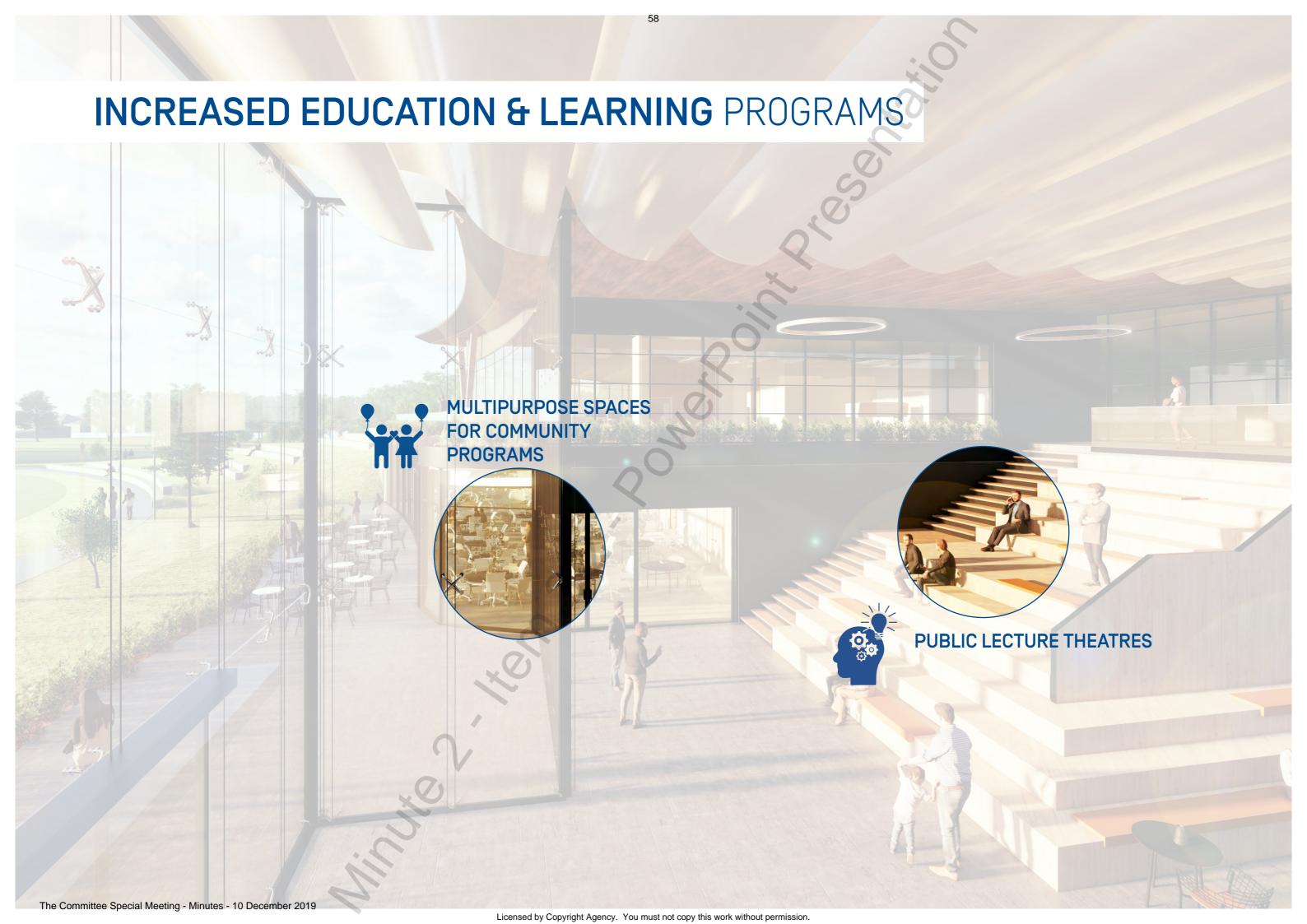


















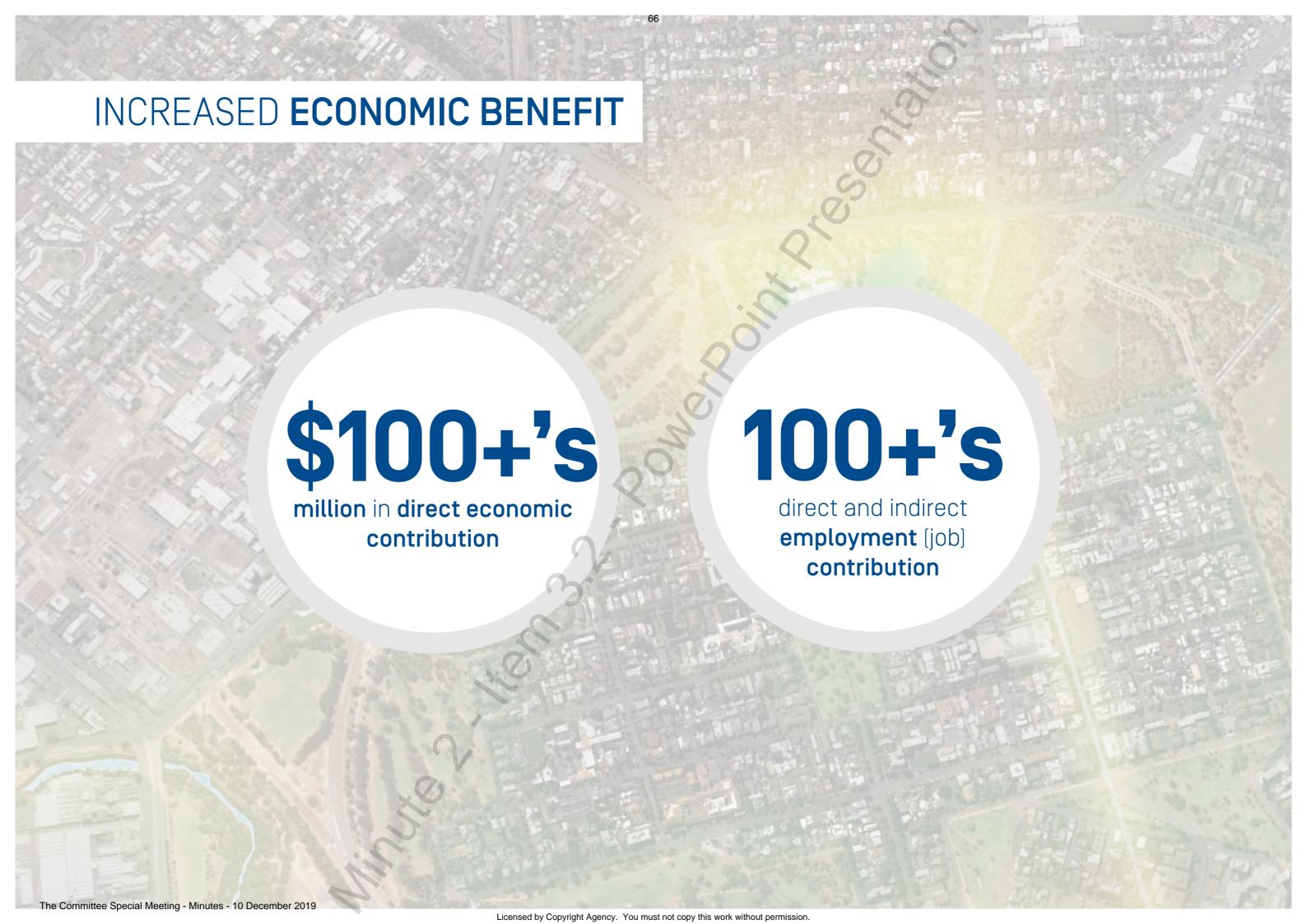


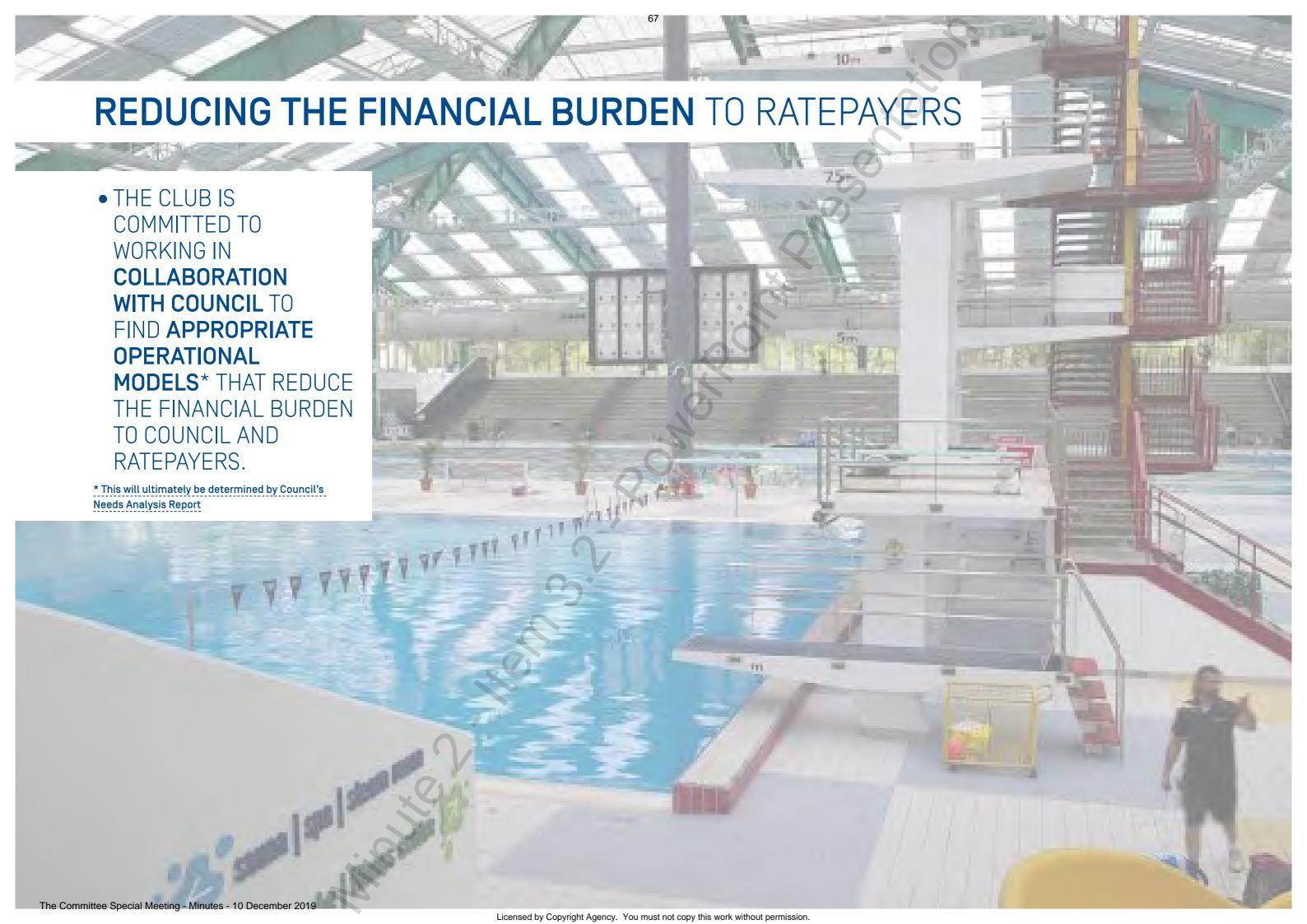


#### PUBLICLY ACCESSIBLE AQUATIC CENTRE









# MEETING COUNCIL'S GUIDING PRINCIPLES



#### 1.0 Community Engagement – short/long term consultation and communication:

- 1.1 Community to have input
- 1.2 Community informed
- 1.3 Stakeholder engagement



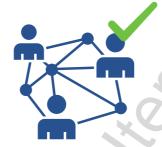
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- 5.1 A financially sustainable operation for Council that maximises return on investment
- 5.2 Fit for purpose

#### SUMMARY

- **✓ REDUCED FOOTPRINT**: 6,000+ SQM PARKLANDS\*
- **✓ INCREASED TREE PLANTING**: 100+ MORE TREES\*
- **✓** INCREASED **MOBILITY & SAFETY**
- **✓ PUBLIC ACCESS TO OVAL**
- **✓** INCREASED **COMMUNITY ACTIVATION & SERVICES**
- **✓ REDUCED BUILDING HEIGHT**
- **✓ UNDERGROUND PARKING**
- **✓ NO PERMANENT** LIQUOR LICENCE
- **✓ INCREASING ACTIVATION** OF THE PARKLANDS
- **✓ PUBLICLY ACCESSIBLE** AQUATIC CENTRE
- ✓ ESTABLISHING CROWS FAN **OFFERINGS**, **ACTIVATIONS AND EVENTS** WITH O'CONNELL STREET PROVIDERS
- **√** COMMUNITY **PRIORITY ACCESS**
- **✓ SUSTAINABLE** LEADERSHIP
- ✓ INCREASED **COMMERCIAL LINKAGES** TO O'CONNELL STREET
- **✓** INCREASED **ECONOMIC BENEFIT**
- **✓ REDUCE FINANCIAL BURDEN** TO RATEPAYERS\*

\* This will ultimately be determined by Council's Needs Analysis Report

