

# Adelaide Aquatic Centre - Strategic Options Analysis Workshop

## Workshop Purpose:

1. We are seeking clarity from Council relating to its vision for the future provision of Recreational, Health and Wellbeing services to meet the needs of the community;
2. Provide Council Members facility examples based on the findings contained within the Aquatic and Leisure Centre Needs Analysis;
3. Provide high level cost estimates and associated risks in relation to:
  - Continue operations within the current facility;
  - Renewal of the existing facility option, and;
  - Redevelopment of a new facility on the existing site; (brownfield development) at a 'Local', 'Comparable', 'Growth' and 'Optimal' scale and other alternative examples (greenfield development).

**PROGRAM:** Property and Commercial

AUTHOR: Tom McCready | APPROVING OFFICER: Ian Hill  
The Committee Meeting - Agenda - 16 June 2020 - Item 4.2 - Distributed Separately

**A BEAUTIFUL  
DIVERSE CITY  
WITH AN  
ENVIABLE  
LIFESTYLE THAT IS  
WELCOMING TO  
PEOPLE AT ALL  
STAGES OF LIFE**



**LIVEABLE**

# ADELAIDE AQUATIC CENTRE - STRATEGIC OPTIONS ANALYSIS WORKSHOP IMPLICATIONS:

IMPLICATION	COMMENT:
<b>Policy</b>	<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>Active City Strategy sets the direction for the provision of recreation and sport opportunities that support and encourage people to be physically active in the City.</p>
<b>Consultation</b>	<p>Not as a result of this workshop.</p>
<b>Resource</b>	<p>Currently being resourced from the Property and Commercial Program operating budget.</p>
<b>Risk / Legal / Legislative</b>	<p>Not as a result of this workshop.</p>
<b>Opportunities</b>	<p>To provide the Committee the opportunity to provide feedback to progress the development of strategic development options associated with the Adelaide Aquatic Centre.</p>

# ADELAIDE AQUATIC CENTRE - STRATEGIC OPTIONS ANALYSIS WORKSHOP BUDGET / FINANCIAL IMPLICATIONS:

IMPLICATION	COMMENT:
19/20 Budget Allocation	Not as a result of this report
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Proposed 20/21 Budget Allocation	To be determined based on feedback
Ongoing Costs (eg maintenance cost)	Contained within the workshop
Life of Project or Life Expectancy of Asset	Contained within the workshop
Other Funding Sources	State and Federal Government

# BACKGROUND



The process to date:-

- Review current participation rates and identify the social value of aquatic facilities to the local and broader community.
- Ascertain the future demand for an aquatics and recreation facility in the CoA.
- Investigate the Adelaide aquatic market segments, participation trends, broader industry trends, competitor analysis and provide benchmarking.
- 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.
- Prepare feasibility assessment of the broad “options” addressing economic, social and environment aspects.
- Provide a high-level analysis of likely investment required to address CoA’s needs within a new community aquatics and recreation facility.
- 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.

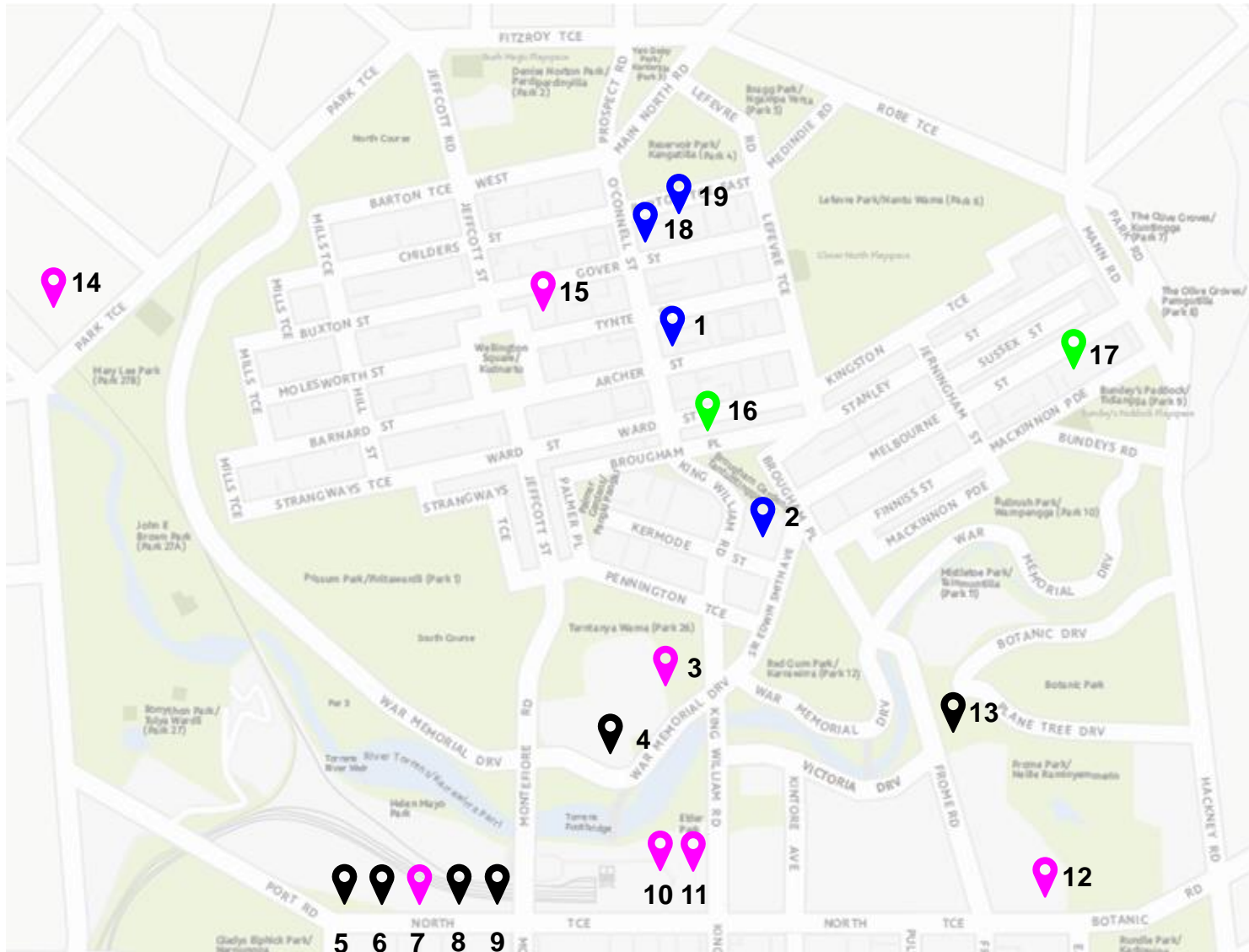


We are seeking views from Council relating to its vision for the future provision of aquatic facilities recognising the recreational, health and wellbeing trends across our community.

### Challenges (examples):

- A Park Lands location and its integration?
- Council's willingness to continue to provide services without external funding (i.e. State & Federal Government)?
- Council's view, noting the response to the Needs Analysis to the types of service provision provided by a new facility.

# FUTURE PRECINCT GROWTH



## LEGEND

1. 88 OC
2. Women's & Children's Hospital (WCH) site
3. Adelaide Oval + Hotel
4. Tennis SA Memorial Drive Re-development
5. nRAH
6. SAMHRI
7. SAMHR II
8. Adelaide Health and Medical Sciences (AHMS) building
9. UniSA Cancer Research Institute
10. Adelaide Casino
11. Festival Plaza Re-development
12. Lot 14
13. Adelaide Botanic High School
14. Bowden Development
15. Six Level Serviced Apartment Building
16. Residential / Retirement Apartment Building(s)
17. Seven level Residential Apartment Building
18. Old Adelaide Inn
19. Comfort Inn Regal Park

- Constructed
- Under Construction
- Approved
- Future Development Site

# NEEDS ANALYSIS FINDINGS

7

- The existing facility was constructed (50m and Dive pools) approximately 50 years ago and is reaching the end of its asset lifecycle and requires significant investment in the next 1 >10 years;
- 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);
- There are very few locations in Australia where a new facility would have this level of demand, hence the location is unique;
- Research indicates that a contemporary replacement facility will exceed the pre-existing facility visitation numbers by 40%;
- 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.

# CONSULTATION FINDINGS

- Despite its age, the facility is highly valued as it delivers a wide range of services to the current community and is of great importance to the physical and mental health of many people.
- Amongst AAC community users it was identified that the most important services were:
  - Recreational swimming;
  - Lap swimming;
  - Swim lessons;
  - Café;
  - Gym; and
  - Spa / Sauna / Steam.
- 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.
- There are significantly different expectations and needs of community users compared to sporting groups and to a lesser extent school-based usage.
- Given new developments in this area of the city over the next 10-20 years, what are Council's views on meeting their needs?

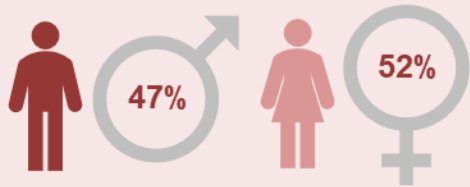


# CONSULTATION SNAPSHOT

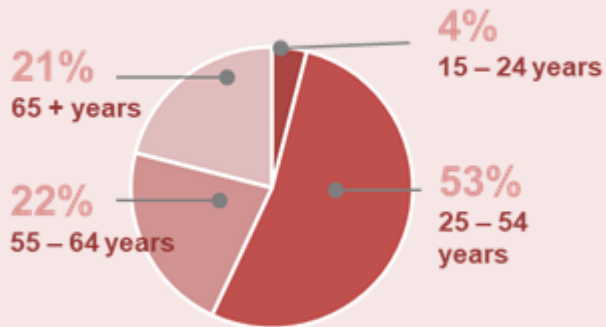
# 632

## YSA Respondents

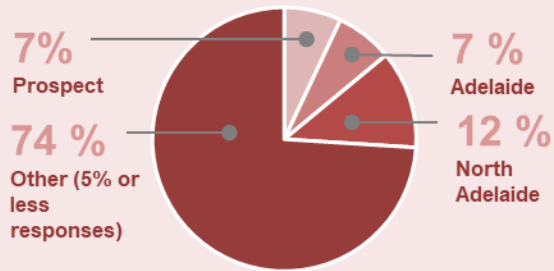
### Gender of people surveyed



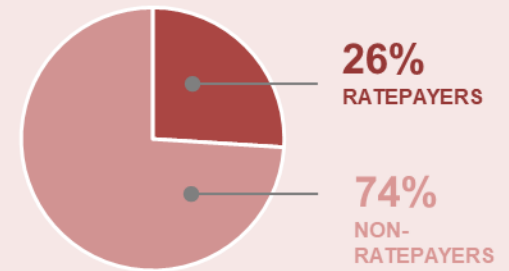
### Age Group



### Respondents by Postcode



### % of Ratepayers



### Top 5 Services



Recreational swimming



Lap swimming



Swim School



Cafe



Gym

### Mode of Transport



73%



13%



6%



5%

# LOCATION OPTIONS



A review was undertaken in 2013 by Simply Great Leisure (SGL) identified the following potential alternative locations:

### Potentially Available:

1. The current Adelaide Aquatic Centre site in Park 2 (Padipadinyilla).
2. Park 24 (Tambawodli) is on the eastern side of the railway tracks, opposite ETSA Park (netball) and Santos Stadium (athletics).
3. Park 26 (Tarndanya Womma) includes Adelaide Oval and the adjacent tennis and health club facilities.

### Additional sites of interest:

4. Park 1 – NAGC Par 3/Riverbank

### Now Unavailable

5. North Terrace as part of the leisure and entertainment precinct. (Unavailable)
6. North Terrace as part of the new Royal Adelaide Hospital. (Unavailable)
7. North Terrace at the old Royal Adelaide Hospital site once it is vacated. (Unavailable)

 Available  Unavailable

# Aquatic and Leisure Centre High Level Strategic Options Review

City of Adelaide - Council Workshop 16<sup>th</sup> June 2020



# Project Scope

- Inform Council on high level examples
- Redevelopment and new development examples
- Assumes current AAC site to allow example comparison
- Options to be informed by Needs Analysis
- Aim to support funding procurement
- Assist with informing strategic direction and detailed feasibility

## Needs Analysis and Other Findings

- Design - 1969 pool, staged redevelopments and very inefficient
- AAC Site - 11,900sqm footprint plus car park
- Strategic Position - AAC legacy design for sport, future direction to be determined
- Operation - deficit around \$700k, indicative annual cost of \$2.5m p.a.
- Renewal - \$18m in last 10 years, over \$16m for next 10 years
- Demand - currently 700k+ visits and future demand 1.3m+
- Usage - CoA less than 10% of usage
- Planning Framework - Aligned with Active City Strategy 2013 - 2023
- Future - one of most unique sites in Australia, high demand, precinct relationship, diverse services, enhanced performance and future proofing

# Future Demand

## 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



WARRENGREENCONSULTING

### 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



Active Exchange

# High Level Examples Overview

## - Status Quo

### - Example A - AAC Redevelopment and Renewal

Renewal works as one package

Convert to community facility as per AAC indicative option (2013)

Minimum cost \$36m but many unknowns, requires more detailed investigation

### - Example B - Indicative New Local Facility

Contemporary indoor facility servicing local catchment

Facilities - 25m, warm water, sauna / spa / steam, learn to swim, leisure, gym, creche

Indicative cost \$30m to \$35m plus demolition

### - Example C - Indicative New Regional Facility

Optimal indoor and outdoor facility

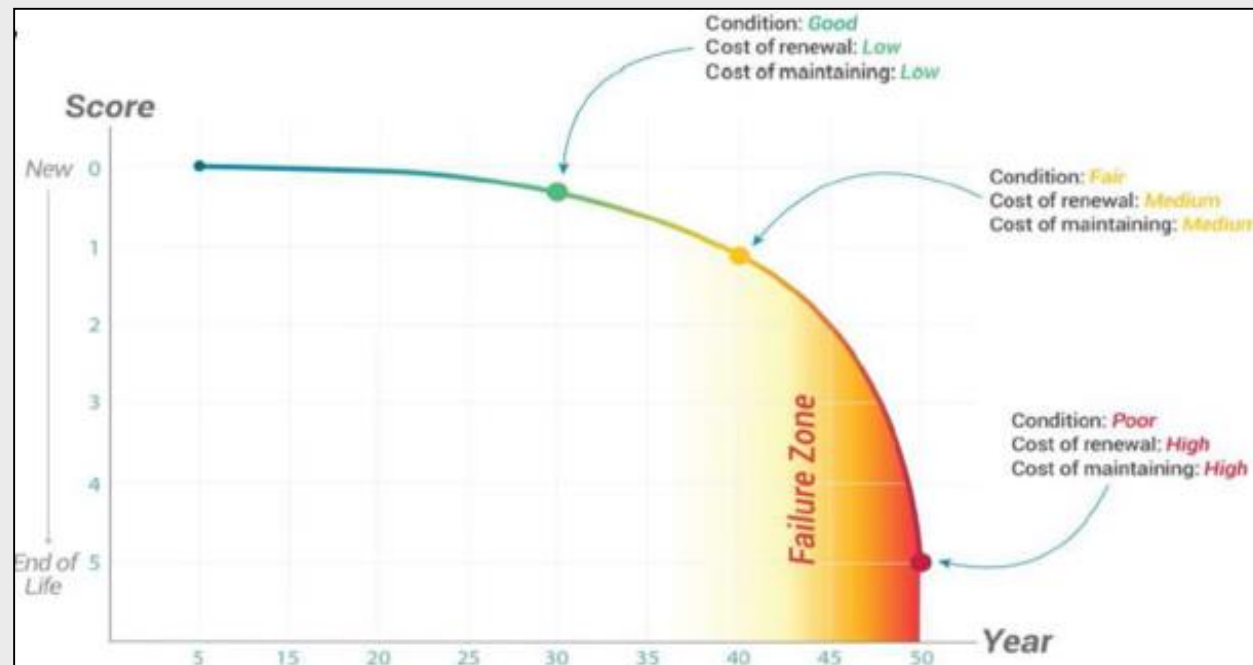
Future proofed to cater for 1m+ visitations

Could evolve from Option B - with outdoor 50m, outdoor leisure and expanded gym

Indicative cost \$45m to \$55m plus demolition

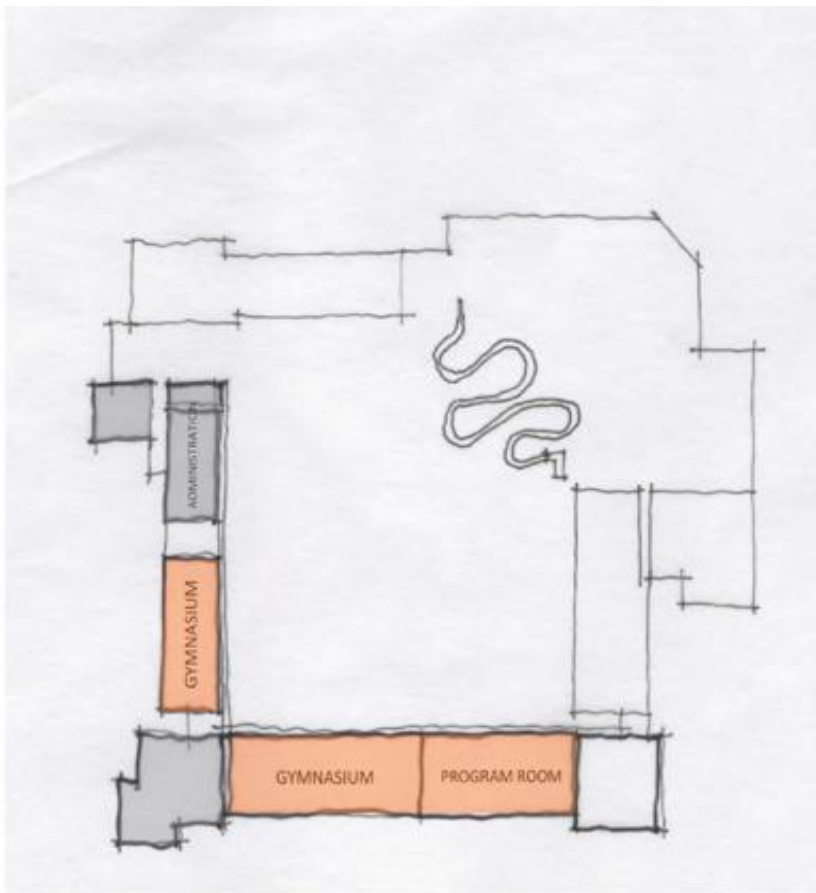
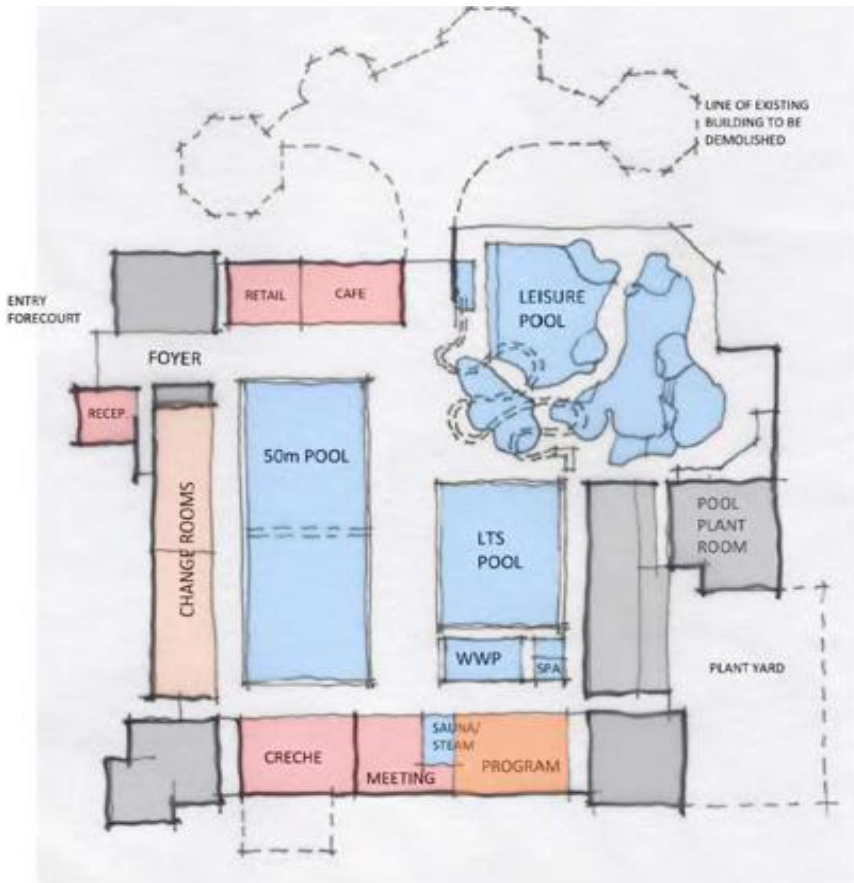
# Status Quo

- Continue to service existing user groups.
- Increasing operating costs with deficit of \$2.5m per annum.
- \$16m+ of renewal works, risk and cost of further failure, intermittent closures.





# Example A - AAC Redevelopment and Renewal (2013)

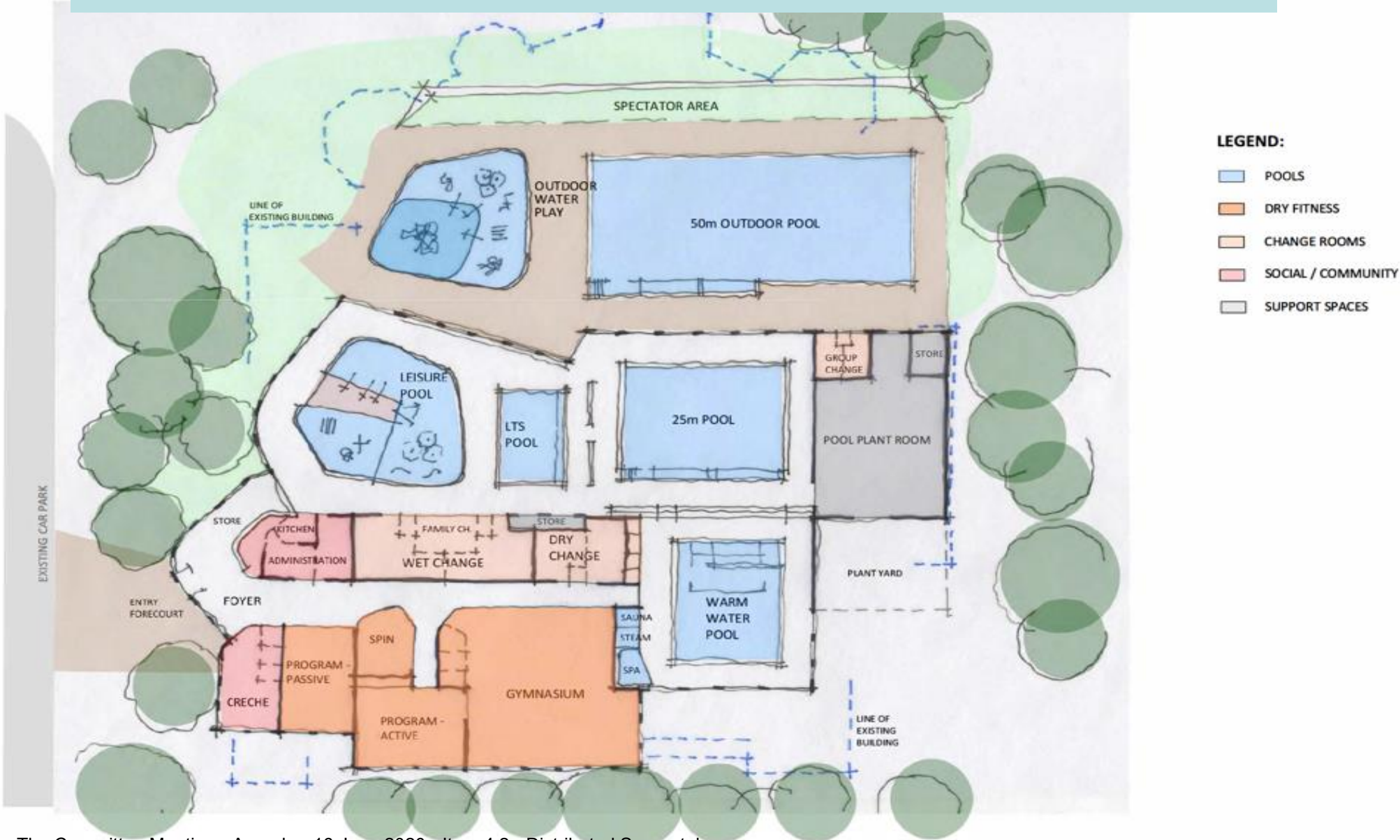


- LEGEND:**
- POOLS
  - DRY FITNESS
  - CHANGE ROOMS
  - SOCIAL / COMMUNITY
  - SUPPORT SPACES

# Example B - Indicative New Local Facility



# Example C - Indicative New Regional Facility



- LEGEND:**
- POOLS
  - DRY FITNESS
  - CHANGE ROOMS
  - SOCIAL / COMMUNITY
  - SUPPORT SPACES





## Example Analysis – All Indicative

Item	Status Quo	Example A Redevelopment	Example B Local Facility	Example C Regional Facility
Indicative Capital Cost	\$16m to \$21m	\$36m minimum	\$30m to \$35m	\$45m to \$55m
Demolition Cost	-	-	circa \$6m	circa \$6m
Building Footprint	11,900sqm	9,900sqm	6,400sqm*	7,600sqm*
Site Area with Car Park	29,000sqm	22,500sqm	15,200sqm	24,600sqm
Visitations	700K	800K	600K	1M+
Net Performance	(\$700k) deficit plus unknown maintenance	(\$500k) deficit plus unknown maintenance	\$600k surplus includes major maintenance	\$1m surplus includes major maintenance
Closure Period	Intermittent and unknown	18 to 24 months	18 to 24 months	18 to 24 months
Park Relationship	Large scale and poor relationship	Large scale and poor relationship	Low lying and small footprint	Low lying with outdoor areas
Risk	Very high with asset and costs	Very high with asset and costs	Stakeholder risks	Generally low
Design	Large pool hall	Large pool hall	Dedicated areas	Dedicated areas
Type	Ageing - poor customer experience	Ageing - poor customer experience	Contemporary	Contemporary

\*Note: could reduce building area by 15% (approx.) with upper level areas

The Committee Meeting - Agenda - 16 June 2020 - Item 4.2 - Distributed Separately

# Active City Strategy Principles

Item	Status Quo	Example A Redevelopment	Example B Local Facility	Example C Regional Facility
Maximise Participation	Moderate	High	Moderate	Very High
Health & Wellbeing for All	Moderate	Moderate	Moderate	Very High
Optimal Facilities & Operations	Very Poor	Very Poor	Very High	Very High
Working with Partner	Moderate	High	Moderate	Very High
Economic Sustainability	Very Poor	Very Poor	Very High	High
Educated Community	Moderate	High	High	Very High

# QUESTION

We are seeking views from Council relating to its vision for the future provision of aquatic facilities recognising the recreational, health and wellbeing trends across our community.



# NEXT STEPS

- Follow-up meetings with Council Members (individual) to seek further insights;
- Follow-up workshop to finalise vision and strategic imperatives;
- Continue to advocate for third part funding;
- Consider alternate site options if relevant (size, services, access, etc);
- Undertake detailed feasibility and further design;
- Present a report for consideration for Council to provide direction and option preference.