



# Thriving Communities

## North Adelaide Golf Course

The purpose of this Workshop is to provide Council Members with an update on North Adelaide Golf Course and discuss the Mini Golf Project.

Strategic Property and Commercial  
Shaun Coulls, Manager, Commercial &  
Property Leasing

# North Adelaide Golf Course Workshop Outline

- Overview of North Adelaide Golf Course (NAGC)
- History of the decision to progress the Mini Golf project
- Overview of Mini Golf opportunity:
  - Work completed to date
  - Overview of Mini Golf in the modern context
  - Location and potential participation and performance outcomes
  - Detail regarding the Kaurna Cultural Engagement
- Conclusion and Next Steps

**KEY QUESTION**

Do members have any feedback on the proposed next steps to progress the Mini Golf opportunity?

# North Adelaide Golf Course Overview

**-\$800k**

Cost to maintain  
Park 1 as Park Lands

**\$40k**

Projected Operating  
Surplus  
FY22/23

**100k+**

Rounds of Golf  
Across 3 courses

**300k+**

Hours of community  
physical activity

**80+**

Hectares of beautifully  
maintained parklands

## Net Profit by year



- Golf is a unique sport, participation can occur across all demographics and participation can occur together. There are few sports where participation can not only be so inclusive but create deep connection to community and environment regardless of age, gender and ability.
- Our services appeal to golfers of all abilities and deliver a fun, easy going, entertainment focussed experience.
- Over recent years capital and operating investment has been targeted to, and have delivered, participation and financial uplift.
- 2020-2024 key success factors for NAGC are 90,000+ golf rounds/interactions per year and a consistent cash positive operation. Both are forecast to be achieved in FY22/23.
- NAGC contributes to the following Strategic Outcomes in CoA Strategic Plan:
  - 1.1 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
  - 1.4 Develop diverse places, and facilities with and for young people
  - 3.5 Upgrade major recreational facilities
  - 5.5 Develop new revenue opportunities for Council operations
  - 5.9 Encourage and support new ideas and concepts
- NAGC strategy is available in supporting information

# North Adelaide Golf Course Timeline and History

1

2018-2020

In 2018 a consultant team was comprising GHD Woodhead, Evans + Ayers Management Consultants, and Graham Marsh Golf Design were engaged to develop the North Adelaide Golf Course Master Plan to guide the future design and sustainability of the North Adelaide Golf Course (NAGC).

**The 2018 plan included constructing a new clubhouse and driving range in the vicinity of the existing Par3 Golf Course**

2

2020-2021

A review of the master plan was undertaken and based on the feedback **no further progress was to be made on the 2018 Master Plan/Design.**

Opportunities were then identified to enhance future services offered at the course.

The addition of a **Mini Golf service was identified as the opportunity with the highest priority due to the potential to increase visitation and activation of the parklands.** Progress was put on hold due to COVID-19

3

2022

Investigations were undertaken to understand the key elements to a Mini golf service and the footprint that may be needed.

It was determined that a space of **approximately 3000m2 would be needed based on the assumption that it was connected to the Par3 to avoid any building and carpark construction.**

With that established, consultation with Kaurna and the Park Lands authority was identified as the next step

4

2022-Present

**A project overview was presented to Kadaltilla in May 2022** and subsequently noted by Council in June 2022.

Initial Kaurna consultation occurred through Kaurna Yerta Aboriginal Corporation (KYAC). **With KYAC support a Cultural Heritage Assessment (CHA) has been completed** and will be tabled at the next KYAC meeting. The CHA found that there was **positivity regarding the opportunity the Mini Golf project has to celebrate and recognise Kaurna Culture.**

# North Adelaide Golf Course 2018 Draft Master Plan

- In 2021 Administration reviewed the draft Master Plan in the context of the 2020 - 2024 Strategic Plan and current operating environment to understand what opportunities remained.
- Noting the high cost to implement, and the impact the proposal would have on culturally significant land along the Riverbank, it was **decided to not proceed with the Master Plan in its current form.**
- The following **over-arching conclusions** were reached:
  - As per the Master Plan findings, significant potential and opportunity exists to leverage the existing business and assets through further investment.
  - There is a need to set aside the Master Plan and devise an approach that reduces the risk to Council, incorporates sensitive and appropriate development options and provides an iterative investment pathway.
- Administration proposed an approach to progress a **staged plan**, that would broadly prioritise the following four key projects in this order:
  1. Mini Golf
  2. Existing Clubhouse Renewal/Upgrade
  3. Driving Range Options
  4. Golf Course upgrade/works/reconfiguration

## North Adelaide Golf Course

# Priority 1 - Mini Golf

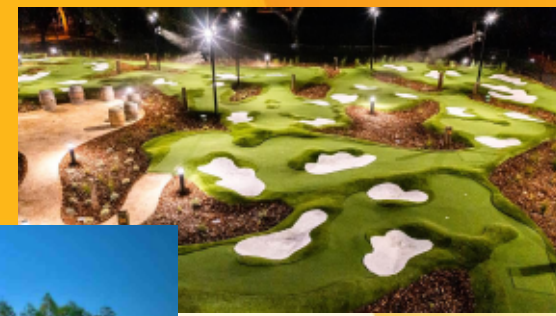
Following the Council Workshop in 2021, the introduction of a Mini Golf service was identified as the first of the significant projects to investigate further. To progress the project the following has been undertaken:

- Engaged Golf Australia (GA) to complete a high-level review of Alternative Golf Formats that would benefit NAGC and the community.
- Commissioned Crafter + Mogford Golf Strategies to build on from the Golf Australia Report to provide a Mini Golf feasibility study.
- Developed a draft business case that would continue to be updated/informed by additional engagement with stakeholders.
- Presented a project overview to Kadaltilla in May 2022. The report can be viewed [here](#).
- Commenced engagement with Kurna. The project has been delayed to ensure a comprehensive engagement with Kurna is undertaken, this included a presentation to Kurna Yerta Aboriginal Corporation (KYAC) in November 2022.
- Following recommendations at the KYAC meeting, engaged Neale Draper and Associates to prepare a Cultural Heritage Assessment Report which included Kurna engagement on both archaeological and anthropological matters.
- An overview of the Cultural Heritage Assessment Report was presented to an informal KYAC meeting on 2 May 2023 and was received positively. The full report will be considered at the next board meeting.
- The business case is now being updated to reflect the latest information and feedback in preparation to be presented to Council in July 2023.

# North Adelaide Golf Course

## What is Mini Golf?

- Modern Mini Golf design delivers an 18 hole miniature golf course that is **complimentary of its natural surrounds** similar to the images provided.
- The nature of the Mini Golf construction is that it can be quite **flexible in its land requirements**. The size is predominantly driven by demand/visitation requirements and ensuring a good customer experience.
- A good design should be able to overcome many site requirements. **The shape/layout is very flexible and construction is low scale with methods available to reduce disturbance of underlying natural sediments and existing natural landscape such as trees.**
- Target audiences are families and kids with a key focus on an entertainment solution. School based excursions are also considered a key user group which opens **opportunities for additional health, wellness and cultural education to be delivered as part of the service.**





# North Adelaide Golf Course

## Why Mini Golf?

- The Golf Australia report found that the City of Adelaide's NAGC carries arguably the greatest potential of any publicly owned golf facility in the country.
- The golf course brings extraordinary value to the Park Lands. In 2020/2021 it provided recreation opportunity for 100,000 golfers and many walkers, runners and Park Land users.
- The **Golf Australia** report noted that NAGC in its current format serves the round player, and to a lesser extent, the member, very well. It delivers a great variety of 3 golf courses to accommodate those of skill levels who like to play rounds of golf.
- The **opportunity lies in the development of a facility that can capture those people who are not yet engaged**. The most obvious way to do that is with alternate format facilities, that complement the existing offerings that are at NAGC.
- The feasibility study concluded a well-designed and promoted Mini Golf course at NAGC has a very high likelihood of success and profitability. Mini Golf would deliver additional patronage (40,000+pa), a short payback period (< 5 years) and the ability to make NAGC financially sustainable well into the future.



# North Adelaide Golf Course Mini Golf Opportunity – Potential Location

The location highlighted below was found to be the most suitable for a mini golf facility in terms of participation, available ancillary services and hence commercial viability.



# North Adelaide Golf Course Mini Golf Opportunity – Potential Location



The layout is **highly flexible** and the above is only 1 representation of a 3000m2 area connected/serviced from the existing building on the site.

## Mini Golf Opportunity – An update on Engagement with Kurna

- The proposed location is known to be associated with **significant traditional and historic places for Kurna people** and a potentially significant archaeological record of past activities and continuing cultural associations.
- Council engaged **Neale Draper & Associates Pty Ltd (ND&A)** to conduct a **cultural heritage assessment** (values, impacts, and opportunities) in conjunction with the Kurna Traditional Owners and Native Title holders of the Adelaide Region, facilitated by RAWsa on behalf of KYAC.
- The **cultural assessment process** includes anthropological and archaeological site inspections and **consultation with Kurna representatives** including direct discussions with Kurna and Council representatives on site.
- The report notes that **Kurna Elder representatives** consulted for this cultural heritage assessment have a **very positive view of the capacity of the project** not only to avoid significant heritage impacts but to provide highly important opportunities that build on the principles and priorities of relevant Council strategies.

## Mini Golf Opportunity – An update on Engagement with Kaurna

- Some opportunities include:
  - **Promote Kaurna cultural heritage through truth telling** related to the important cultural and historical significance of the location.
  - To enhance and provide **more detailed cultural heritage interpretation** and public education.
  - To include **appropriate Kaurna cultural elements of design**, symbology and artwork to provide positive and easily recognisable visual badging for the project, as well as marketing opportunities.
  - To provide **educational, employment and training opportunities for Kaurna**, particularly young people looking to the future through participation in and contribution to the project, as well as users of its sporting and cultural interpretation facilities.
- The **key recommendations** from the report include:
  - To establish and maintain a **Kaurna Advisory Committee to participate** in the design, planning and implementation process for the project.
  - The preparation of a **Kaurna Cultural Heritage Management Plan (CHMP)** to guide the project construction and implementation should ground disturbing works impact upon buried Aboriginal heritage sites, artefacts or burials.
- Further information on this process will be provided when the matter is presented as a report to Council.

# Mini Golf Opportunity – Conclusions and Next Steps

## Conclusions

- The introduction of a Mini Golf facility at NAGC supports the NAGC strategy and the Strategic Plan objectives by leveraging the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences and will also create a new revenue stream for Council.
- The engagement with Kaurna to date has highlighted a range of opportunities that could be implemented to celebrate Kaurna cultural heritage through this project.

## Next Steps:

**A report will be presented to Kadaltilla in June 2023** that will:

- Provide an update on the project following the May 2022 report.
- Ask Kadaltilla to note the Kaurna Cultural Heritage Assessment and associated recommendations.
- Seek endorsement of the project and associated design principles.

**A report to Council in July 2023** will seek consideration and endorsement of:

- The Cultural Heritage Assessment Report and associated recommendations.
- The full detailed Business Case which will have been updated to reflect all engagement and feedback to date.
- Recommendations from Kadaltilla following an update report on Mini Golf being presented in June 2023.
- Project/design principles which will inform the concept design and construction methodology.

**KEY QUESTION**

Do members have any feedback on the proposed next steps to progress the Mini Golf opportunity?