

# Strategic Property Matter

ITEM 8.3 05/03/2019

## The Committee

### Contact:

Steve Mathewson, Director  
Services

### Approving Officer:

Mark Goldstone, Chief Executive  
Officer

2019/00350

Confidential - s 90(3) (d) commercial information of a confidential nature

Confidential - s 90(3) (g) breach of law, duty of confidence, obligation or duty

## EXECUTIVE SUMMARY:

On 19 February 2019, the City of Adelaide (CoA) received an unsolicited proposal from Adelaide Football Club (**Proponent**) in relation to the development of a sports and community facility based at Denise Norton Park / Pardipardinyilla (Park 2), the current site of the Adelaide Aquatic Centre (**Proposal**).

In accordance with the City of Adelaide Unsolicited Proposals Guideline (**Guideline**), a Steering Committee was established to assess the Proposal.

The purpose of this report is to recommend to Council that the Proposal proceed to Stage 2. When dealing with unsolicited proposals it is important to ensure that Confidential information is protected.

The Proponent has requested the confidentiality of its unsolicited proposal be maintained by Council at this time.

The Proponent has asserted that if information on this matter was made available to the public, then this may compromise in principle funding support.

## RECOMMENDATION:

### THAT THE COMMITTEE RECOMMENDS TO COUNCIL

#### That Council:

1. Notes the Unsolicited Proposal received from the Adelaide Football Club as contained in **Attachment A** to Item 8.3 on the Agenda for the meeting of The Committee held on 5 March 2019.
2. Approves the Unsolicited Proposal received from the Adelaide Football Club be considered under the City of Adelaide Unsolicited Proposals Guideline.
3. Notes the Steering Committee Evaluation Report and recommendations as contained in **Attachment B** to Item 8.3 on the Agenda for the meeting of The Committee held on 5 March 2019.
4. Approves progressing the Unsolicited Proposal received from the Adelaide Football Club to Stage 2, subject to entering into a Participation Framework Agreement.
5. Authorises the Chief Executive Officer or delegate to negotiate and execute a Participation Framework Agreement and to determine the appropriate time to publish details of the Proposal on Council's website.
6. Notes that following successful execution of a Participation Framework Agreement, a report will be provided to Council outlining the proposed approach under Stage 2 including an Engagement Plan and Needs Analysis.
7. In accordance with Section 91(7) & (9) of the *Local Government Act 1999 (SA)* and because Item 8.3 Strategic Property Matter listed on the Agenda for the meeting of The Committee held on 5 March 2019 was received, discussed and considered in confidence pursuant to Section 90(3) (d) and (g) of the *Local Government Act 1999 (SA)*, this meeting of The Committee do order that:
  - 7.1. the resolution, the report, the discussion and any other associated information submitted to this meeting and the Minutes of this meeting in relation to the matter remain confidential and not for public inspection until 31 December 2026
  - 7.1 the confidentiality of the matter be reviewed in December 2020;
  - 7.2 the Chief Executive Officer be delegated the authority to review and revoke all or part of the order herein and directed to present a report containing the Item for which the confidentiality order has been revoked.

## IMPLICATIONS AND FINANCIALS:

City of Adelaide 2016-2020 Strategic Plan	<p><b>Smart:</b> Catalyst for improved vitality of O'Connell Street Precinct Support review of the Council Businesses to determine the best management models – proposal aims to provide operational efficiency and greater value for money through enhanced effectiveness.</p> <p><b>Liveable:</b> Create a world class sporting and community infrastructure incorporating universal access Seek to activate Park 2 to enable increased use and safety</p>
Policy	City of Adelaide Unsolicited Proposals guideline was adopted by Council on 25 July 2017 to formalise its approach to the receipt and assessment of unsolicited proposals.
Consultation	<p>As part of Stage 1 of the Unsolicited Proposals guideline, all correspondence and communication with the Proponent will be kept confidential, subject to freedom of information or public accountability requirements.</p> <p>An extensive Communication and Engagement Strategy will be developed early in Stage 2 ensuring our Communities and other stakeholders are fully engaged throughout all future stages of the Unsolicited Bid Process.</p>
Resource	Subject matter experts and professional advisors and project management resources are required as part of Stage 2 to ensure Council's interest are protected.
Risk / Legal / Legislative	<p>Maximising public value for money and minimising public risk will always be prioritised when assessing and dealing with unsolicited proposals. The Unsolicited Proposals guideline provides a transparent and structured approach for the assessment of unsolicited proposals.</p> <p>There are statutory limits and processes imposed on Council under the <i>Adelaide Park Lands Act 2005</i> and the <i>Local Government Act 1999</i> which will need to be managed as part of dealing with the Proponent's Proposal and these should be discussed with the Proponent as part of Stage 2 to ensure it has an appreciation of these matters.</p>
Opportunities	Subject to successfully completing Stage 2 and 3 an unsolicited bid of this nature provides an opportunity for Council to leverage external funds, resources and organisations to provide significantly improved outcomes for our communities.
18/19 Budget Allocation	Currently being resourced and funded from the Commercial Program operating budget.
Proposed 19/20 Budget Allocation	Not as a result of this report. A detailed budget will be prepared early in Stage 2 as part of a collaborative process.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
18/19 Budget Reconsideration (if applicable)	Currently being resourced and funded from the Commercial Program operating budget. A detailed budget will be prepared early in Stage 2 as part of a collaborative process and identified as part of Quarterly Forecast 3 for 2018-19.
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	The Proponent will be responsible for their own costs in developing the proposal including master planning.

## GROUNDINGS AND BASIS FOR CONSIDERATION IN CONFIDENCE

### Grounds:

Section 90(3) (d) of the *Local Government Act 1999* (SA)

- (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;

Section 90(3) (g) of the *Local Government Act 1999* (SA)

- (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;

### Basis:

This Item is confidential as it contains commercially sensitive information supplied by the Proponent and disclosure could reasonably be expected to prejudice the in-principle funding negotiations of the Proponent in relation to the Proposal.

In accordance with the Unsolicited Proposals guideline Council acknowledges unsolicited proposals may contain intellectual property including confidential information and Council has committed to respect any intellectual property rights of a proponent.

### Public Interest:

We are satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances. Third parties may determine not to pitch new ideas and projects to Council if Council will not take into account concerns regarding protection of its ideas and information. This may have the impact that Council does not maximise opportunities with partners.

## DISCUSSION

1. On 19 February 2019, Council received an unsolicited proposal from Adelaide Football Club (**Proponent**) in relation to the development of a sports and community facility based at Denise Norton Park / Pardipardinyilla (Park 2), the current site of the Adelaide Aquatic Centre (**Proposal**).
2. On receipt of the Proposal a Steering Committee was formed to assess and form a view as to whether further consideration of the Proposal was warranted.
3. A copy of the Unsolicited Proposals guideline can be accessed [here](#)
4. The Proposal was evaluated in accordance with the following published assessment criteria:
  - 4.1. No competing proposals
  - 4.2. Community need/Council priority
  - 4.3. Value for money
  - 4.4. Uniqueness
  - 4.5. Capacity and capability of proponent
5. It is important to note that the evaluation was conducted based on available information and for the purposes of making a recommendation as to whether the Proposal should proceed beyond Stage 1 only.
6. If the Proposal is to proceed beyond Stage 1 then considerable effort will be required by Council to seek further and more detailed information, and validate the submissions made by, the Proponent in the Proposal.
7. The Steering Committee has finalised the Evaluation Report **Attachment B** and formed the recommendation that the initial Proposal is suitable for further consideration and should proceed to Stage 2 of the unsolicited proposal process.

8. It should be noted that Council approval to progress to Stage 2 does not bind Council in any way and simply provides a mechanism for us to engage in a structured process with the Proponent.
9. This will involve detailed consideration of the feasibility of the proposal, how it will be delivered, and whether it represents value for money.
10. It will be an interactive process between Council and the Proponent within a participation framework established by Council.
11. During this stage, it is expected that the Proponent will develop a detailed proposal or business case. The following matters will also be considered during Stage 2:
  - 11.1. if the Proposal is legally, technically and financially feasible;
  - 11.2. how the Proposal would best be structured to deliver the best outcome for Council, including the proposed structure of any agreement(s);
  - 11.3. needs and cost/benefit analysis of the proposal;
  - 11.4. appropriate allocation of risk.
12. Following approval for the Proposal to proceed to Stage 2, it is necessary to develop Stage 2 participation framework terms and conditions (Participation Framework Agreement).
13. The Participation Framework Agreement may include:
  - 13.1. confidentiality, conflict of interest, communication and probity protocols;
  - 13.2. first / guiding principles or assessment criteria;
  - 13.3. timeframes;
  - 13.4. information to be provided and/or shared;
  - 13.5. governance requirements;
  - 13.6. any other matters that the Council considers necessary or desirable.
14. The timing and nature of community engagement has not yet been determined. This is a key consideration as part of Stage 2. A Communication and Engagement Strategy will be developed for review and discussion by Council.
15. Throughout the future stages of this project there will be a number of opportunities to engage our communities and wider stakeholders including requirements under legislation (Park Lands Management Act, Local Government Act, Development Act, etc.)
16. There is a potential that the final Proposal would be required to be laid before both Houses of Parliament (before executing any agreements) should it include an arrangement for longer than ten (10) years. These are all statutory limits imposed on Council under the *Adelaide Park Lands Act 2005* and the *Local Government Act 1999*.
17. There may also be obligations to consult with the community in relation to the granting of a long-term lease and potentially variations to the relevant community land management plan.
18. In short, if the Proposal progresses, there will be multiple opportunities to engage with the community prior to any final decision by the Council.
19. The comments and first principles were discussed at a Confidential Committee meeting (**The Committee**) workshop held on 23 February 2019. The following feedback was provided by the Elected Members and can be accessed [here](#)
20. In summary the key principles and drivers to progress discussions are summarised as follows:
  - 20.1. **Community Engagement** – (essential) – short / long term consultation and communication;
  - 20.2. **Community Benefit** – service provision, community access, recognition of user groups (i.e. Black Friars Priory);
  - 20.3. **Park Lands Setting** – impact, footprint, built form and relevant Community Land Management Plan (CLMP);
  - 20.4. **Economic Outcomes** – supporting the broader precinct;
  - 20.5. **Value Proposition** - financial sustainability, short / long- term commercial benefits, upgrades to recreational and building asset and opportunities to Council;



21. This information will be included in the Participation Framework Agreement and include key terms and conditions to ensure Council retains the right to withdraw its interest or offer at any stage with suitable notice and the period of exclusivity.
22. An exclusive negotiation with the Proponent will be solely limited to the Proponent for the purposes of developing the specific Proposal. During a period of exclusive negotiation, Council will not grant similar rights to the Proponent of another proposal relating to substantially the same subject matter of the negotiations.
23. Generally, Council would seek to publish brief details of all unsolicited proposals that progress to Stage 2 on Council's website. However, in some cases, proponents may request that proposals are not listed, if this would pose significant risks to commercial confidentiality, commercial negotiations or intellectual property. Council will consider the request but reserves the right to publish the names of proponents at any time.
24. In relation to the current Proposal, the Proponent is seeking to secure in-principle funding from State and Federal government.
25. Publishing brief details prior to funding announcements may compromise the Proponent's negotiations with external funding partners. On this basis, it is recommended that Council does not publish any details of the Proposal until funding is secured or the Proponent provides permission.
26. Should Council approve progressing the Unsolicited Proposal received from the Adelaide Football Club to Stage 2, and subject to entering into a Participation Framework Agreement, we will in addition bring back Draft Key Principles to assist in the formation and development of Guiding Principles to assist Council in its deliberations.

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## ATTACHMENTS

**Attachment A** – Unsolicited Proposal – Sport and Community Centre

**Attachment B** – Steering Committee Evaluation Report

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- END OF REPORT -

**PART ONE: Your details and proposal abstract**

<b>ORGANISATION / CONSORTIUM NAME</b>	ADELAIDE FOOTBALL CLUB
<b>ADDRESS</b>	105 WEST LAKES BOULEVARD WEST LAKES, SOUTH AUSTRALIA 5021 Australia
<b>IDENTITY</b>	COMPANY
<b>TYPE OF ORGANISATION / CONSORTIUM</b>	SPORTING ORGANISATION/NOT FOR PROFIT
<b>CONTACT DETAILS FOR EVALUATION PURPOSE</b>	84406611

**PROPOSAL ABSTRACT  
(CONCISE)**

SPORT AND COMMUNITY CENTRE

**SHORT TITLE****ABSTRACT**

Dear City of Adelaide,

This proposal represents a generational opportunity to develop a unique sports and community facility unlike any in this State that will play a key part in building upon the civic tone and cultural identity of South Australians.

Based at Denise Norton Park / Pardipardinyilla (Park 2) the current site of the Adelaide Aquatic Centre, the Adelaide Football Club propose a new facility that would serve as the official Headquarters of the Adelaide Football Club including the training base for its elite sporting teams. It would also incorporate significant community amenity to meet the needs of City of Adelaide residents and the broader South Australian community through aquatic, recreation and community facilities.

The Club's existing facility at West Lakes will become increasingly compromised by the development activity that will continue for the next decade with the overall loss of amenity impacting the delivery of its high performance, community and commercial operations programs as well as a number of growth opportunities.

This proposed new facility in the City of Adelaide would provide a platform to animate the community with sporting leadership, complete Adelaide's 'sporting heart' alongside Adelaide Oval, re-imagine a key under-valued area of the Parklands, provide a vibrant, active and safe destination for users, deliver international standard playing fields for community use, reinvigorate the retail activity and vibrancy of O'Connell Street Precinct and provide a new public aquatics centre for recreation, leisure and learning. This project holds the promise to achieve the following:

- Revitalized Aquatic Centre that can deliver the intended outcomes of the Community Land Management Plan for Park 2 in partnership with Council.
- Catalyst for improved vitality of O'Connell Street Precinct.
- Reinforce the national brand of the Adelaide Football Club to the City of Adelaide
- Provide operational efficiency and greater value for money through enhanced effectiveness as well as expanded delivery of community programs.

South Australians have a strong legacy of community as well as a deeply rooted identity with sport. We have seen this manifest itself into extraordinary support of the AFC with over 700,000 fans, 48,000 average attendances at Adelaide Oval, leading levels of fan engagement on the

Club's digital platforms and consistently more media coverage than any sporting team in the country. A city base will enhance the Club's ability to build upon its community programs that already engage with over 80,000 children each year – they include the Growing with Gratitude primary school program focused on building resilience and positive behaviours, a range of indigenous programs, female football clinics to capture the extraordinary interest that followed the launch of the AFLW, a range of multicultural focused talent programs and more recently STEM and vocationally focused youth programs. The Adelaide Football Club is uniquely positioned to partner with the City of Adelaide to realise the above opportunity. As a club, we provide the following advantages:

- A local Not for Profit institution that has the unique ability to align private interests with the City's long term goals
- Proven track record engaging with the community through junior, female, indigenous and multicultural programs
- Ability to attract multiple funding partners to invest in this opportunity and in the City of Adelaide

The AFC has the capacity to raise the funds and the capability to assemble a team that can deliver against the objectives for both it and the City of Adelaide. We have detailed our approach to this work in the attached document. Our goal is to unite our mutual interests in furthering the city's community focused sports legacy.

The total projected cost for the new facility is in the order of \$60 million. We propose that subject to planning approvals, building could commence in 2020 with completion in late 2021 ahead of the 2022 AFLW and AFL seasons. The next exciting phase is to develop a Masterplan for the site that can not only meet the requirements of the AFC but also with greater definition deliver against Council objectives and the needs of the residents of Adelaide.

Yours Sincerely,  
Andrew Fagan  
Chief Executive Officer  
[afagan@afc.com.au](mailto:afagan@afc.com.au)

## **PART TWO: Detailed proposal**

- I confirm that the attached files are appropriate for use in this application and agree to these documents being utilised by Council in their assessment of the proposal. I acknowledge that these files will be shared with a working group / steering committee and/or City of Adelaide Elected Members for assessment.

## **PART THREE: Assessment Criteria**

Please provide a brief description of how the proposal would meet each of the assessment criteria.

You may upload documents / supporting information at the end of this section to further support how your proposal will meet each assessment criteria.

## **NO COMPETING PROPOSALS**

**If the proponent is aware of any existing proposal or procurement process currently under consideration by the Council or under active consideration by another proponent then the proponent should clearly demonstrate how their proposal is distinct from these other proposals.**

NA

## **COMMUNITY NEED/ COUNCIL PRIORITY**

**The proponent should demonstrate how its proposal:**

- promotes the Council's role and functions
- is broadly consistent with the Council's objectives outlined
- in its Strategic Plan
- provides an economic, social, cultural or environmental outcome for the Council

**The information that a proponent provides should include:**

- details of benefits of the proposal
- details of any economic activity or jobs that would be created
- by the proposal
- details of any unmet community need that would be met
- by the proposal

• **how the proposal is aligned with the Council's strategic objectives**

Please refer to proposal document received via email which addresses this item

### UNIQUENESS

The proponent should provide information that demonstrates that its proposal is unique. This may be demonstrated by showing that:

- the proposal cannot be readily delivered by competitors at all or within the timeframes proposed by the proponent
- the proponent owns something that would limit other parties from being able to deliver the proposal (for example, Intellectual Property, strategic landholdings)
- the proponent has unique finance arrangements that enable it to deliver the proposal where other parties would not be able to
- the proponent has a genuinely innovative idea
- a combination of factors which may not stand alone as being
- unique but which together create a unique proposal

Please refer to proposal document received via email which addresses this item

### VALUE FOR MONEY

The proponent should provide information that demonstrates how its proposal represents value for money for the Council, such as:

- financial benefits
- economic benefits
- community benefits

The information that a proponent provides should include:

- how the proposal is priced relative to competitors
- the proposed sharing of costs and risks between the Council and the proponent
- the benefits to the Council of the proposal

Please refer to proposal document received via email which addresses this item

### CAPACITY AND CAPABILITY OF PROPONENT

Proponents should provide information that demonstrates that it has the capacity and capability to deliver the proposal. Proponents should provide:

- a description of their organisation or consortium
- details of previous experience in delivering similar projects
- details of past performance on similar projects
- details of relevant experience in prior dealings with the Council or another council
- details of its skills, experience and competencies to deliver the project
- details of any third parties that would be proposed to be involved in the delivery of the project

Please refer to proposal document received via email which addresses this item

- I confirm that the attached files are appropriate for use in this application and agree to these documents being utilised by Council in their assessment of the proposal. I acknowledge that these files will be shared with a working group / steering committee and/or City of Adelaide Elected Members for assessment.

### PART FOUR: Further information

You may upload documents / supporting information at the end of this section.

### FINANCIAL AND COMMERCIAL DETAILS

A proponent should provide a brief description of the financial and commercial details of the proposal and the proponent's financial capacity to deliver the proposal.

Please refer to proposal document received via email which addresses this item

### COSTS AND REQUIREMENTS OF THE COUNCIL

A proponent should identify what they are seeking from the Council for the proposal. This may include:

- land
- use of assets, facilities, equipment, materials, personnel or other resources
- finance
- assistance to obtain statutory approvals or legislative or regulatory amendments

A proponent should state what the cost would be for the Council in providing what is sought.

Please refer to proposal document received via email which addresses this item

## RISKS

**Proponents should list risks arising from the proposal for the proponent and the Council.**

Please refer to proposal document received via email which addresses this item

## PREFERRED CONTRACT ARRANGEMENT

**A proponent should provide details of its proposed contractual arrangements for the proposal if it is successful.**

Please refer to proposal document received via email which addresses this item

## INTELLECTUAL PROPERTY

**Proponents should provide a brief description of:**

- each item of Intellectual Property involved in the proposal
- the nature of any Intellectual Property claimed
- details of the owner of Intellectual Property claimed
- registration details (where applicable)
- details of any items for which commercial confidentiality is claimed in whole or in part

Please refer to proposal document received via email which addresses this item

## OTHER INFORMATION

**A proponent may provide any other information that is relevant to its proposal for Stage 1 assessment.**

Please refer to proposal document received via email which addresses this item

- I confirm that the attached files are appropriate for use in this application and agree to these documents being utilised by Council in their assessment of the proposal. I acknowledge that these files will be shared with a working group / steering committee and/or City of Adelaide Elected Members for assessment.

## PART FIVE: Sign off and submission

### CONTACT PERSON

**A proponent must nominate a contact person to be the only point of contact for this proposal. All communications from the Unsolicited Proposals Coordinator about the proposal will be sent to this person.**

ANDREW FAGAN

### ADDRESS

105 WEST LAKES BOULEVARD  
WEST LAKES, SOUTH AUSTRALIA 5021  
Australia

### EMAIL

[afagan@afc.com.au](mailto:afagan@afc.com.au)

### PHONE NUMBER

61884406611

### COUNCIL CONTACT DETAILS

**A proponent should provide details of any person at the Council who has already been contacted regarding the proposal.**

Steve Mathewson  
Director - Services

### PROPOSED DURATION

**Period of time for which the proposal is valid (min. of six months).**

Please refer to proposal document received via email which addresses this item

### SUBMISSION

**The proposal is to be signed by a representative of the proponent who is authorised to represent and contractually bind the proponent.**

**By printing your name below you:**

- agree to the Terms & Conditions as laid out within this application form and on pages 9 to 11 of [A Guide For Those With Great Ideas](#);
- confirm that the attached files to this application are appropriate for use and agree to these documents being utilised by Council in their assessment of the proposal;
- acknowledge that these files will be shared with a working group / steering committee and/or City of Adelaide Elected Members for assessment



**PRINTED NAME**

ANDREW FAGAN

Confidential Item 8.3 - Attachment A

# Adelaide Football Club Sports & Community Centre

Unsolicited Proposal | Stage 1 – Initial Proposal

February 2019

Organisation / Consortium Name:  
**Adelaide Football Club**

Address:  
**105 West Lakes Boulevard  
West Lakes SA 5021**

Identity:  
**Company**

Type of Organisation / Consortium:  
**Sporting Organisation / Not For Profit**

Contact Details for Evaluation Purpose:  
**Andrew Fagan  
Chief Executive Officer  
afagan@afc.com.au**

Short Name:  
**Sport & Community Centre**



## Part One: Our Details & Cover Letter

Unsolicited Proposal Committee  
Colonel Light Centre  
25 Pirie Street  
Adelaide, SA 5000

Dear City of Adelaide,

This proposal represents a generational opportunity to develop a unique sports and community facility unlike any in this State that will play a key part in building upon the civic tone and cultural identity of South Australians.

Based at Denise Norton Park / Pardipardinyilla (Park 2) the current site of the Adelaide Aquatic Centre, the Adelaide Football Club propose a new facility that would serve as the official Headquarters of the Adelaide Football Club including the training base for its elite sporting teams. It would also incorporate significant community amenity to meet the needs of City of Adelaide residents and the broader South Australian community through aquatic, recreation and community facilities.

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- Ability to **attract multiple funding partners** to invest in this opportunity and in the City of Adelaide

The AFC has the capacity to raise the funds and the capability to assemble a team that can deliver against the objectives for both it and the City of Adelaide. We have detailed our approach to this work in the attached document. Our goal is to unite our mutual interests in furthering the city's community focused sports legacy.

The total projected cost for the new facility is in the order of \$60 million. We propose that subject to planning approvals, building could commence in 2020 with completion in late 2021 ahead of the 2022 AFLW and AFL seasons. The next exciting phase is to develop a Masterplan for the site that can not only meet the requirements of the AFC but also with greater definition deliver against Council objectives and the needs of the residents of Adelaide.

Yours Sincerely,

Andrew Fagan  
Chief Executive Officer  
afagan@afc.com.au

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## Part Two: Detailed Proposal

# The Objectives of the Proposal + What We Can Do for the City of Adelaide

The Adelaide Football Club has identified a unique, generational opportunity to deliver the immediate **needs of the City of Adelaide**, the **local community** and more broadly the state of South Australia to develop **a world-class sports and community centre** in North Adelaide catering for aquatic, recreational, education and elite-athlete training needs.

It is envisaged that a new facility would set a benchmark for a **modern day recreation**, elite sporting and education facility development that encompasses **universal access** and environmentally **sustainable design features** and demonstrates what can be achieved when local government and private businesses collaborate in sporting and recreation facilities. The Adelaide Football Club would like to take the opportunity to formally extend the offer to the City of Adelaide to join together in a strategic partnership.

### Our Objectives of the Proposal

The goal of our proposal is to unite our mutual interests in furthering the city's community-focused sports legacy. The objective of this proposal is to agree in principle to a common path forward, as follows:

- City of Adelaide agrees to advance this proposal to Stage 2 – Detailed Proposal
- City of Adelaide agrees to convene key project stakeholders to aid in the development of a master plan ahead of the anticipated May 2019 federal election cycle
- City of Adelaide agrees to work together to solve potential future challenges
- City of Adelaide to enter into a period of exclusive negotiation, project scoping and development with the Adelaide Football Club on this opportunity

### We are Uniquely Positioned for the City

Adelaide Football Club is uniquely positioned to realise the ambitious goals of the City's Strategic Plan and the Community Land Management Plan, as follows:

- The Adelaide Football Club a not-for-profit institution built with the public's interest at the heart of everything we do
- We are well positioned to secure financial support from State and Federal Government to this mutually beneficial project
- Our brand is aligned with the pride and identity of the residents of Adelaide







## Part Two: Detailed Proposal

# Potential Approach

Aligned with the Unsolicited Proposals process, the Adelaide Football Club proposes to develop this project together over two phases.

### Phase A: Master Plan

The goal of Phase A is to develop all three stages of the Unsolicited Proposals process in close collaboration with the City of Adelaide and elected members. It is intended to give greater confidence and certainty to both the Adelaide Football Club and the City of Adelaide.

It is envisaged that the Adelaide Football Club and City of Adelaide enter into a Heads of Agreement, to give clear direction on the intent of the project, assign relevant roles & responsibilities and agree on terms of reference for working collaboratively.

The Adelaide Football Club will lead the Project Management of the master plan development with support and inclusion of key City of Adelaide experts as required.

Phase A will see the development of a visionary master plan framework to develop a shared vision and build consensus around individual requirements and commitments.

This includes considerable stakeholder engagement so as to define what the parameters of the project are - including the project's purpose, opportunities and challenges to overcome. This will include proposed financial exchange for the shared desired outcomes. It is envisaged that the City of Adelaide will support and advise the Adelaide Football Club led Project team to successfully navigate stakeholder engagement

and parklands approval process. The Adelaide Football Club commits to solely finance the project through Phase A, at which time the Heads of Agreement would be agreed upon and executed.

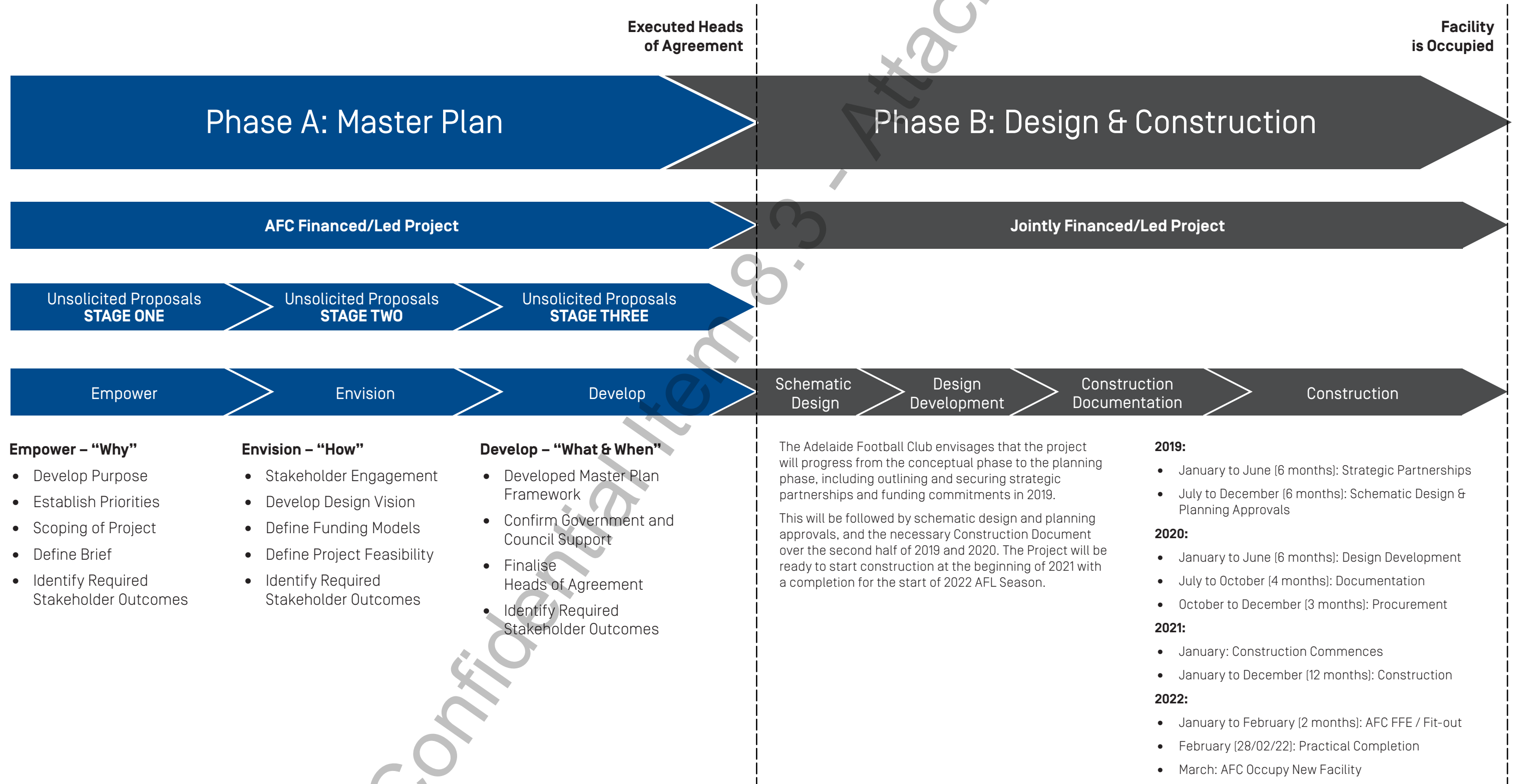
As the project passes through the Unsolicited Proposal gate milestones with City of Adelaide and at the appropriate time during the development of the Master Plan the Adelaide Football Club and City of Adelaide will commence developing a Heads of Agreement and future commercial structure for the construction and operation of the Facility.

### Phase B: Design & Construction

Phase B is the design and construction of the facility. Guided by the outcome of the Heads of Agreement, during this phase the Adelaide Football Club will finalise the project financing arrangements.

## Part Two: Detailed Proposal

# Potential Program



## Part Two: Detailed Proposal

# Intended Outcomes

The expected outcome for the City of Adelaide is beyond constructing a building; it aligns and weaves together the Adelaide Football Club and the City of Adelaide Community.

- ✓ **Enhances the identity** of the City of Adelaide and North Adelaide as a destination, attracting people to the city.
- ✓ Enhance Delivery of a Range of Important Community Programs to Thousands of South Australian Children and other community groups.
- ✓ **Enhances the Parklands experience** as identified in the Adelaide Parklands Management Plan 2025 through increased activity and participation.
- ✓ Creates a **state-of-the-art aquatic, recreation and education facility** with world-class elite athlete training amenities.
- ✓ Create a Leading Sport Technology Innovation Focus
- ✓ Establishes a greater **network of public amenity and safety**
- ✓ Creates a connection with the North Adelaide community and retailers that will **reactivate O'Connell Street**
- ✓ Partner with Council to realise the key opportunities outlined in the City of Adelaide 2016-2020 Strategic Plan









## Part Three: Assessment Criteria

# Community Need + Council Priority

This is a once in a generation opportunity to elevate South Australia's standing as a **leader of elite and community-focussed sports**.

**The Facility would be the first of its kind for Adelaide.**

Now is the time to plan boldly: to further grow and establish the Adelaide Football Club's numerous **junior, female, Indigenous and multicultural programs**, enhance **Adelaide's sporting heart** in the city, reactivating key under utilised areas of the Parklands, reinvigorating the activity and vibrancy of North Adelaide, the O'Connell Street precinct and establishing the northern gateway and entry point to the City of Adelaide.

The Adelaide Football Club understands that the City of Adelaide has the aspiration of being a welcoming and dynamic city full of rich and diverse experiences. Adelaide is the home of the State's civic, cultural and community life and through the unique qualities of the Adelaide Football Club this project provides a catalyst to fast track Council's strategic aspiration.

This will be done through delivering a state-of-the-art world-class facility for one of the Australia's largest sporting clubs integrating a range of aquatic, recreation and education services.







## Part Three: Assessment Criteria

# Community Need + Council Priority

South Australians have a strong legacy of community as well as a deeply rooted identity with sport. The Adelaide Football Club is a significant national sporting brands, recognised as one of the largest sporting clubs in Australia and renowned for its deeply passionate fan base. The Adelaide Football Club represent the city by name, and we now have a unique opportunity for them to relocate their administration and training base 'home' to the City of Adelaide. We have seen this manifest itself into extraordinary support of the Adelaide Football Club:

- **720,000 fans (2nd largest in the AFL) with the highest levels of avidity in the AFL**
- **48,000 average home game attendance at Adelaide Oval – the most attended team in Australian Sport**
- **Leading community program reach and engagement, averaging 80,000 children each year across a variety of programs**
- **Expanding school sports focus using the AFLW to drive significant growth in girls participation with football**
- **Leading media coverage in SA and consistently more media engagement than any team in the AFL**

The Club today provides a significant contribution to the community and a city based location will further assist in increasing the delivery of our wide range of programs.



## Part Three: Assessment Criteria

# Uniqueness

The uniqueness of this proposal and partnership between Adelaide Football Club and City of Adelaide is unprecedented for a capital city - we are well positioned to deliver a project that will provide exceptional community outcomes.

The Adelaide Football Club Facility will be Adelaide's next great **community heart**. A **walkable community inspired by nature**, history and art, with stunning Parklands surrounds.

It will be a **truly active place** featuring a mix of recreation, community open spaces, trails, recreation, and entertainment.

The Adelaide Football Club proposes to underpin our project partnership by embedding the four key strategic pillars of Smart, Green, Liveable and Creative into our project framework, which will define key project outcomes. The Centre will be **anchored by its amenity and public realm**:

- Public Aquatics Centre for recreation, leisure, fitness and family entertainment;
- Welcoming Indoor Recreation for Public Activities;
- New International Standard Oval playing surfaces;
- A Vibrant, Active and Safe 24-hour Parklands Destination; and
- A Connection with the North Adelaide community and retailers leading to the reactivation of the precinct.

The Adelaide Football Club are poised and ready to progress this project, with the financial capacity and operational capability we are confident we will secure the support of the AFL, Government and the broader community given the significant civic, social and sporting benefits to the state of South Australia.

We are pleased that the City of Adelaide is open to discussion and consideration of such a city making project.



Local Events

25

CO1584

Participation

Recreation

Viewing

Training

Playing

Running

Cafe



## Part Three: Assessment Criteria

# Uniqueness

### A Public Aquatics Centre for Recreation and Leisure

- Partner with the City of Adelaide to deliver a **state-of the-art community aquatic facility** and meet the needs of City of Adelaide residents and the broader South Australian community.
- The Adelaide Football Club has **extensive experience** operating similar facilities
- Pool facilities to **exceed community demand** (i.e. lap swimming, swim school, leisure swimmers/visitors, school groups)
- Explore the viability of **complementary activities to increase community aquatic amenity** and respond to changing community expectations and needs. (i.e. children's water play area, waterslides and more aquatic leisure facilities)
- A pool with associated hydrotherapy facilities (shared facility with Adelaide Football Club)





## Part Three: Assessment Criteria

# Uniqueness

### Welcoming Indoor Recreation for Public Activities

- Partner with Council, State and Federal Government to facilitate **sport focused community programs**
- Deliver an indoor training area with multi-purpose courts for **broad community use** – the only public indoor courts in the City of Adelaide
- Potential for the indoor space to support **a range of other community events**





## Part Three: Assessment Criteria

# Uniqueness

### New International Standard Oval playing surfaces

- Two new / restored, regulation sized ovals [MCG / Adelaide Oval] of AFL training / playing standard for elite and community use
- Implementation of 'Key Sport Areas' and define Park 2 as a 'Key Gateway' as identified in the Adelaide Parklands Management Plan 2025
- **Increase utilisation of Parklands for sport and recreation**, through community access to the Ovals for key events and designated recreation activities





## Part Three: Assessment Criteria

# Uniqueness

### High Performance Centre

- Deliver a leading facility servicing the needs of Adelaide Crows AFL, SANFL and AFL Women's teams, as well as talent development and academy program squads.
- Partner with the university sector to create a centre for sports science education and delivery, including an opportunity for university athletes to progress their development
- The facility will be accessible to the Adelaide Football Club's sporting teams including players from the AFL, AFLW, AFLX, SANFL and Adelaide Bite baseball teams.
- The facility will also be home to the Adelaide Football Club's professional and eSports teams, delivering a high performance gaming facility that will both develop gamers and be capable of hosting tournaments for SA schools





## Part Three: Assessment Criteria

# Uniqueness

### A Vibrant, Active and Safe 24-hour Parklands Destination

- Public access that integrates with the Parklands
- Highly adaptable ground floor space, shared between Adelaide Football Club and the City of Adelaide for community hire.
- Functional space fronting the Parklands for a range of potential uses including allied health, community programs, changerooms for recreational users of the precinct, cafe, outdoor fitness users and recreational space.
- Accelerate the delivery of key community amenities outlines in the Park Lands Management Strategy Plan – including recreation, leisure and other offerings





## Part Three: Assessment Criteria

# Uniqueness

### A Connection and Sponsor of the Local High Street

- Provide immediate connections to the O'Connell Street precinct, supporting the regeneration of business and community engagement
- Improve connectivity between neighbouring city precincts
- Be a destination in North Adelaide to increase visitation, especially to the O'Connell Street precinct
- Book-end the City of Adelaide northern council area boundary with an iconic community attraction



## Part Three: Assessment Criteria

# Value for Money

With the goal of bringing together three tiers of Government and a leading sporting institution – the City of Adelaide, State Government, Federal Government and the Adelaide Football Club, we will be **well-positioned** to provide cooperative leadership on this initiative, providing the greatest value for money and driving significant community and economic benefit to Adelaide.

### Multiple Project Outcomes

At the core of this project is a genuinely innovative idea, to bring together the Adelaide Football Club and the City of Adelaide to deliver a facility that would provide positive outcomes for both – a new state of the art base for the Adelaide Football Club together with newly established community facilities to meet the needs of the City of Adelaide and its constituents. A community facility that would cater for existing users and provide additional services that would positively activate the parklands. Such outcomes might be difficult to achieve as stand alone projects. However, together, we can develop a unique solution to address multiple operational, logistical, planning and financial challenges.

### Revitalised Aquatic Centre

This project has the potential to develop a new community aquatic centre as a part of the Adelaide Football Club facility. We would like to work together to jointly find long term solutions to the financing, development, operations and maintenance of the new public facility. We believe together we can provide a better, more cost-effective outcome for residents than if City of Adelaide chose to develop this key community amenity alone.

### Improved Vitality of O'Connell Street

This project has the potential to supercharge the vitality of O'Connell Street. We believe this would become a new beating heart of the community, drawing a new centre of gravity for activity in North Adelaide. Working together, we can improve the local amenities, shops, restaurants and other local offerings.

### Increased Safety of the Parklands

The project has the opportunity to provide a heightened level of safety, comfort and increased visitation to Park 2 of the Parklands and directly connect it with improved amenity to the O'Connell Street precinct. We believe this project would provide significant increase in passive surveillance, activity, and overall pedestrian comfort. In collaboration with the City of Adelaide, we are eager to consider how together we could achieve this.

### Variety of Funding Sources

This project has captured in-principal financial support from multiple funding sources – including State and Federal Government. Working together, we can bring mutual benefit to the City of Adelaide, backed by national investment that reaches beyond our city boundaries.

### Offsetting Costs with Greater Community Improvements

The Adelaide Football Club is uniquely positioned to deliver both a greater outcome with the extensive experience developing & operating facilities, as well as provide the greatest value in offsetting the City of Adelaide's traditional costs to build a similar facility. Together, we can provide a heightened outcome for the Adelaide Community – but for less.





## Part Three: Assessment Criteria

# Our Capacity & Capabilities

The Adelaide Football Club and City Collective have joined forces to develop this generational proposal. Building on the wealth and diverse experiences both possess, our team's leadership is positioned to deliver a project that provides the greatest outcomes, is uniquely South Australian and provides the greatest value for money.

### The Adelaide Football Club

The Adelaide Football Club has significant experience at both Management and Board level relating to development projects of this nature. Our current facility at West Lakes was built in 2009 and involved a range of stakeholders. Chief Executive Andrew Fagan was the lead on the development of high performance facilities within Super Rugby and through his previous experience with the Australian Institute of Sport. The Adelaide Football Club Board has expertise within areas of property development, government relations, capital raising and project management. The Club will also engage with a range of external advisors on this project to ensure its success, with our primary advisor being City Collective.

### City Collective

City Collective is a holistic design studio offering urban design, architecture and planning services to cities, governments, institutions and the private sector. Utilising our extensive local and international experience, City Collective is able to provide innovative design solutions to projects that are requiring big picture visionary thinking.

The City Collective approach is innovative, highly collaborative and prides itself on improving community outcomes, such as sports & recreation, urban repair, community master planning, residential and civic infrastructure.

We have influenced the built environment around the world through planning, design, and innovation. As an

interdisciplinary practice, we approach each project holistically. Our projects respond to and enhance their surroundings, adhere to higher standards of efficiency, and improve the quality of life of our client users and the public at large.

We take great pride in our ability to manage multifaceted projects that involve numerous stakeholders, while maintaining a high level of personal attention. We understand that great projects are only accomplished through constant communication and collaboration.

### Our Experience with City Council

As a key institution within the community the Adelaide Football Club is regularly engaged with Federal, State and Local levels of Governments on key projects. As one of the major tenants of Adelaide Oval, within the jurisdiction of the City of Adelaide we work closely on issues relating to both organisations. The Club's directors also have key links and working relationships with Council through their varied Directorships and roles within the business community. The Club will also engage with a range of external advisors on this project to ensure its success, with our primary advisor being City Collective.

City Collective is highly experienced in being engaged by local governments to design and deliver projects that offer significant value to local communities. In particular, City Collective has been engaged by local government to deliver multiple design projects within the aquatic, recreational and sporting realm. We pride ourselves

on applying a bespoke and planning approach that is reflective and responsive to the needs of each local government area and its needs.

City Collective has significant experience in the design and delivery of local government and community recreation, leisure and sporting facilities across the country. City Collective is currently in the final stages of working with Sports Recreation Victoria and the Melbourne Football Club on their new headquarters, elite training and community facilities in the parklands operated by the City of Melbourne adjacent the Melbourne Cricket Ground.

We guide our clients through the development approval processes and have a solid understanding of the level of information that is to be prepared for each stage of approval throughout the design documentation. David has presented to and professionally worked under the jurisdiction of the SA Planning Commission and understands the Development Acts associated with that tier of government.



## Part Four: Further Information

### Financial and Commercial Details

The master plan exercise will be critical to determining the final scale of the project. The Adelaide Football Club will self-fund a proportion however it will require both State and Federal Government support to provide the funding necessary for the project to commence.

A project of this nature will require investment of around \$60 million. As a not for profit community based organisation, we are in a unique position to be able to secure this level of funding. Importantly, it will come from multiple funding partners, including Federal and State Government, the AFL, the Adelaide Football Club and major donors closely associated with the Club.

### Cost & Requirements of the Council

The Adelaide Football Club is not currently seeking any financial or in-kind commitments from Council. We ask that the City of Adelaide acknowledge and participate in a Master Planning process, wholly financed and managed by the Adelaide Football Club, to jointly explore:

- What our required outcomes are;
- What our shared vision is;
- What our shared commitments could be; and
- What the future operating structure of the facility may be between Adelaide Football Club and City of Adelaide.

### Risks

The Adelaide Football Club believes there is no risk to either party at this time in working jointly to develop a master plan for a future facility. The master planning process is an exploratory effort that commits neither the Adelaide Football Club or City of Adelaide at this time.

During the master planning process, we will jointly identify and work together to mitigate potential risks as they arise. Our project team have done so on similar Public Private Partnerships Projects in the past, and the development of the master plan is a key strategy to identify and mitigate risks for all stakeholders early.

### Preferred Contract Arrangements

It is proposed that the Adelaide Football Club and City of Adelaide enter into initial Joint Development Agreement immediately following Council approval on Stage 1 of the Unsolicited Proposal process. This will enable both parties to collaboratively develop the Master Plan with clear demarcation and understanding regarding the roles and responsibilities of each party.

During Stage 2 and on approaching Stage 3 of the Unsolicited Proposal process the parties would begin negotiations for a Heads of Agreement for the Sports and Community Centre. It is intended that the Heads of Agreement outline the agreed matters between the two parties and operating structure.

### Intellectual Property

We believe that any relevant IP issues will be identified and delivered against through the Masterplanning process.

Confidential Item 8.3 - Attachment A





# ADELAIDE FOOTBALL CLUB IN THE COMMUNITY

ANDREW FAGAN



## A NOTE FROM THE CEO//

The Adelaide Football Club is most well known for the performances of its AFL and in more recent times, its AFLW teams. Since 1991, the fanbase of the Club has grown into one of the largest in Australian sport and it is an important part of the economic, social and cultural fabric of South Australia.

However, despite the profile of our professional teams, we are just as proud of our role in building stronger communities. We have a wide range of programs delivered to 80,000 children throughout the State each year and we have a strong vision to continue to grow them.

In addition to this, we also operate the Crows Children's Foundation. The Foundation's key charter is to raise and distribute funds for children in need across Australia, through health, education and welfare programs. Since its inception in 2005 it has invested close to \$2 million into a variety of causes helping improve the lives of thousands of sick and disadvantaged children.

On the following pages, we have provided a brief overview of some of our programs. Whilst this is not in any way an exhaustive list it should serve to improve your awareness of the breadth of community activity that is a core part of the Club's activities.



**Andrew Fagan**  
Chief Executive Officer





## GROWING WITH GRATITUDE//

Growing with Gratitude is an AFC program that engages with over 50,000 young children and students each year, teaching them the fundamental skills of gratitude, kindness, empathy, mindfulness and serving others, resulting in greater resilience and happiness. The program teaches children to overcome adversity and challenges.





## FEMALE FOOTBALL PROGRAMS//

As a significant supporter of female football in South Australia, the AFC implements initiatives to promote participation across all age groups, creating a path for talented young female athletes with the opportunity to pursue their dream to play for the Crows in the AFLW.





## NEXT GENERATION ACADEMIES//

The Crows Next Generation Academies strive to increase the attraction, retention and development of all talented players (both male and female) to improve the longterm growth of the game. A key objective is to increase the talent pool of Indigenous and Multicultural players who are significantly under-represented in the AFL comparative to the population. The primary function of the Academies is to provide a Club based talent program to all children, and has great reach across many aspects of the football and community landscape.





## MULTICULTURAL PROGRAMS//

The AFC programs help to educate multicultural communities about the game and skills of AFL, which promotes positive social inclusion and supports the transition into the local community and Australian lifestyle.



## INDIGENOUS PROGRAMS//

The AFC is committed to engaging and empowering Indigenous youth, through the promotion of positive health and wellbeing outcomes. The McLeod Centre of Excellence lead by Club legend Andrew McLeod and wife Rachael, delivers programs that work closely with students, families and schools throughout each stage of their high school education to inspire, motivate and empower youth to achieve their potential.





## CROWS FOUNDATION//

The Foundation's key charter is to raise and distribute funds for children in need across Australia, through health, education and welfare programs.



## STEMFOOTY//

The STEMfooty program is designed to address the significant growth in STEM-related jobs and the continued decline in student engagement – both at school and university level – in STEM subjects, helping to put South Australia at the forefront of delivering pioneering STEM education.





## AFC AND THE COMMUNITY//

AFC delivers events and programs that provide members, fans and the community the opportunity to engage with the Club and its players in ways that are memorable and truly special.







WE FLY AS ONE





# **Evaluation Report Unsolicited Proposal Sport and Community Centre City of Adelaide**

**Date:** February 2019

**Prepared by:** Brett Kahland

**Reviewed by:** Sean Keenihan

**Approved by:** Tom McCready, Daniel Bennett and Rudi Deco



## 1. Background

On 25 July 2017 Council adopted the City of Adelaide Unsolicited Proposals guideline (**Guideline**) to formalise its approach to the receipt and assessment of unsolicited proposals. Based upon the Local Government Association model, this framework aims to give confidence to innovators, entrepreneurs, investors and the community that the proposals they submit will be considered in a consistent, transparent and lawful manner to deliver the highest standards of public value. At the same time, this approach will ensure that the intellectual property and best interests of the proponents are protected.

On 19 February 2019, the City of Adelaide (CoA) received an unsolicited proposal from Adelaide Football Club (**Proponent**) in relation to the development of a sports and community facility based at Denise Norton Park / Pardipardinyilla (Park 2), the current site of the Adelaide Aquatic Centre (**Proposal**) – refer Attachment A.

## 2. Evaluation Process

The Guideline provides for the receipt of initial proposals that contain details of how an idea addresses the criteria (refer to Attachment B for process overview).

### 2.1 Pre-lodgement meeting

The Guideline provides for an optional pre-submission meeting. The purpose of this non-compulsory pre-lodgement meeting is to assist the proponent to identify whether their proposal has the attributes which may potentially meet the criteria, prior to committing resources to the development of the proposal. The pre-lodgement meeting is an opportunity for the proponent to understand how the proposal or idea should address the Guideline criteria.

The content of pre-lodgement meeting discussions remains confidential. Regardless of the nature and extent of feedback provided by the CoA in the pre-lodgement meeting, any decision to proceed with submitting a formal proposal remains solely at the Proponent's discretion, cost and risk.

On 11 February 2019 (2:30pm) a pre-lodgement meeting was held at CoA offices as set out below.

In attendance:

- Steve Mathewson (CoA)
- Brett Kahland (CoA)
- Andrew Fagan (AFC)
- David Cooke (City Collective)

Approx. time 45 minutes.

At the meeting CoA provided feedback on a draft proposal provided by AFC with reference to the Guideline's assessment criteria. Discussion focussed on the 'uniqueness' criteria and the type of information and detail required in a written submission for the CoA to assess any proposal against this criterion. The other assessment criteria were also discussed including consideration of addressing how the proposal sits with respect to appropriate reference material (e.g. Council's Strategic Plan 2016-2020 and the Adelaide Park Lands Management Strategy). At the pre-lodgement meeting, the opportunity was also taken to run through the CoA unsolicited proposal process and decision-making steps to assist understanding timeframes.



## 2.2 *Steering Committee*

CoA established a Steering Committee responsible for the assessment of the Proposal. The Steering Committee evaluated and provided specific advice and recommendations.

The Steering Committee comprised of:

<b>Committee Chair Name</b>	<b>Position Title</b>	<b>Organisation</b>
Sean Keenihan	Chair	Norman Waterhouse Lawyers
<b>Committee Member Name</b>	<b>Position Title</b>	<b>Organisation</b>
Daniel Bennett	Associate Director Strategy and Design	Corporation of the City of Adelaide
Tom McCready	Associate Director Strategic Property	Corporation of the City of Adelaide
Rudi Deco	Manager Governance	Corporation of the City of Adelaide

The Steering Committee was supported in its work by Brett Kahland, Consultant Legal Services, Corporation of the City of Adelaide.

## 2.3 *Application Lodgement and No Conflicts of Interests*

On receipt of the Proposal the Consultant Legal Services undertook a compliance check on the Proposal to:

- determine if sufficient information was provided; and
- determine whether the proposal met the compliance criteria for it to be considered under the Guideline.

The Consultant Legal Services validated that the Proposal was correctly lodged electronically via CoA's website and in accordance with the terms and conditions of the Guideline. Additionally, all required information was provided to enable the Steering Committee to consider the Proposal.

The Committee Chair and Committee Members all declared no conflicts of interest in accordance with the Evaluation and Probity Plan prior to receipt of the Proposal.

## 2.4 *Evaluation Criteria*

The Proposal was evaluated in accordance with the assessment criteria published in the Guideline (summarised following).

<b>Evaluation Criteria</b>	<b>Notes</b>
No competing proposals	If the proponent is aware of any existing proposal or procurement process currently under consideration by the Council or under active consideration by another proponent, then the proponent should clearly demonstrate how their proposal is distinct from these other proposals.



Community need/Council priority	<p>The proponent should demonstrate how its proposal:</p> <ul style="list-style-type: none"> <li>• promotes the Council's role and functions</li> <li>• is broadly consistent with the Council's objectives outlined in its Strategic Plan</li> <li>• provides an economic, social, cultural or environmental outcome for the Council</li> </ul>
Value for money	<p>The proponent should provide information that demonstrates how its proposal represents value for money for the Council, such as:</p> <ul style="list-style-type: none"> <li>• financial benefits</li> <li>• economic benefits</li> <li>• community benefits</li> </ul>
Uniqueness	<p>The proponent should provide information that demonstrates that its proposal is unique. This may be demonstrated by showing that:</p> <ul style="list-style-type: none"> <li>• the proposal cannot be readily delivered by competitors at all or within the timeframes proposed by the proponent</li> <li>• the proponent owns something that would limit other parties from being able to deliver the proposal (for example, Intellectual Property, strategic landholdings)</li> <li>• the proponent has unique finance arrangements that enable it to deliver the proposal where other parties would not be able to</li> <li>• the proponent has a genuinely innovative idea</li> <li>• a combination of factors which may not stand alone as being unique but which together create a unique proposal</li> </ul>
Capacity and capability of proponent	<p>Proponents should provide information that demonstrates that it has the capacity and capability to deliver the proposal. Proponents should provide:</p> <ul style="list-style-type: none"> <li>• a description of their organisation or consortium</li> <li>• details of previous experience in delivering similar projects</li> <li>• details of past performance on similar projects</li> </ul>

	<ul style="list-style-type: none"> <li>• details of relevant experience in prior dealings with the Council or another council</li> <li>• details of its skills, experience and competencies to deliver the project</li> <li>• details of any third parties that would be proposed to be involved in the delivery of the project</li> </ul>
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## 2.5 Evaluation of Submissions & Rankings

The Steering Committee convened on 20 February 2019, to receive, review and assess the Proposal. The Committee Members were provided an overview of the unsolicited proposal process and the Evaluation and Probity Plan by the Chair. Committee Members independently reviewed and assessed the Proposal. The Chair did not score the Proposal against assessment criteria but rather moderated the discussion around assessment and scoring among the other Committee Members.

After independently examining and scoring the Proposal against the assessment criteria, the Steering Committee proceeded to collectively discuss scoring of each assessment criteria on a pass/fail basis.

Note: the evaluation was conducted based on available information and for the purposes of making a recommendation as to whether the Proposal should proceed beyond Stage 1. If the Proposal is to proceed beyond Stage 1 then considerable work will be required by CoA to seek further and more detailed information, and validate the submissions made by, the Proponent in the Proposal.

## 2.6 Collective Evaluation Comments

### *No Competing Proposals*

The Steering Committee scored Pass.

The Proponent did not identify any existing procurement process underway or competing proposal under active consideration by another proponent. The Steering Committee was unaware of any recent formal unsolicited proposals or third-party interest.

It was noted incidentally that the CoA is currently exploring options to deliver upgrades to portions of Park 2, as part of an existing funding deed with the State Government.

### *Community need/Council priority*

The Steering Committee scored Pass.

The Proposal demonstrated alignment to the City of Adelaide 2016-2020 Strategic Plan.

Smart:

Support economic growth – catalyst for improved vitality of O'Connell Street Precinct

Support review of the Adelaide Aquatic Centre to determine the best management models – proposal aims to provide operational efficiency and greater value for money through enhanced effectiveness.



Liveable:

Create a world class sporting and community infrastructure incorporating universal access

Seek to activate Park 2 to enable increased use and safety

The proposal demonstrated alignment with community objectives. The Steering Committee noted the Proponent's existing community programs including the Growing with Gratitude primary school program (engages with over 50,000 students each year), multicultural and indigenous programs, etc. The Proponent identified that a city base will further the club's ability to build upon its community programs:

*"Enhance delivery of a range of important community programs to thousands of South Australian children and other community groups."*

The revitalised facility aims to provide increase amenity and public safety. The new facility also aims to integrate a range of aquatic, recreation and education services.

The Steering Committee considered social and community need and formed the view that the proposal demonstrated alignment with this criterion.

#### *Value for Money*

The Steering Committee scored Pass.

The Steering Committee noted that the proposed financing arrangements and operating model are still underdeveloped. The Proponent aims to work with CoA to deliver a facility that would provide mutual benefits. The Proponent has identified in-principle commitments of financial support from multiple funding sources including State and Federal Government. The Proponent is not currently seeking any financial or in-kind commitments from CoA.

The Steering Committee also noted the community value of a new facility with public access and improved recreational outcomes.

The Steering Committee identified that there appears to be a genuine value for money proposition to be explored and scored a Pass for this criterion.

#### *Uniqueness*

The Steering Committee scored Pass.

The Steering Committee identified that the ability to finance a new high quality sports and community (including aquatic) facility to be shared with CoA and the community is likely unique on the basis very few organisations would be able to source and contribute capital to deliver the project on such terms. The Proponent has identified approximately \$60million in capital is required to deliver a new facility. It is unlikely any competitors or other organisations would have the capacity of the Proponent to raise funds from multiple funding sources (in particular State and Federal Governments in the near term) to invest in this kind of project while still ensuring the same level of community value for CoA from the facility.

The Steering Committee also noted the uniqueness of the Proponent's brand and its alignment with CoA's brand. The Proponent has 720,000 fans with a strong legacy of community as well as deep

rooted identify with the premier sporting code in Australia. Very few (if any) sporting clubs possess such a strong local identity as the Proponent. Additionally, the brand has positive association with many members of the community and a strong a connection with people. Added together these characteristics of the Proponent are distinctive and difficult for another party to match.

The Steering Committee considered that the Proposal is unique in its ability to assemble multiple stakeholders to deliver positive outcomes for both the Proponent's interests, the CoA (e.g. obviating existing asset capital and operating cost burdens) and the community.

The Steering Committee considered that even where individual aspects of the project may not be in and of themselves unique, the combination of factors demonstrated in the Proposal together create a unique proposal.

The Steering Committee formed the consensus view that on balance the Proposal satisfies the uniqueness criteria. The Steering Committee also formed the view – on a preliminary basis – that were CoA to approach the broader market, it could not secure an equivalent proposal matching the various unique characteristics/elements of the Proponent's Proposal.

#### *Capability and Capacity*

The Steering Committee scored Pass.

The Proponent is an established, local, not-for-profit sporting club. The Proponent has demonstrated experience in managing and operating facilities, development of those facilities and project management. The Proponent has identified that it will draw upon external stakeholders to ensure project success. The Proponent has demonstrated ability to support financing a project of this size and complexity.

The Steering Committee concluded that the Proponent scored Pass for this criterion.

Note: To reiterate the abovementioned introductory note contextualising the evaluation commentary, the evaluation was conducted based on available information and for the purposes of making a recommendation as to whether the Proposal should proceed beyond Stage 1. If the Proposal is to proceed beyond Stage 1 then considerable work will be required by CoA to seek further and more detailed information, and validate the submissions made by, the Proponent in the Proposal. This is precisely what is contemplated by the Stage 2 process as described in the Guideline.

### **3. Recommendation**

The Steering Committee recommends that the initial Proposal is suitable for further consideration and should proceed to Stage 2 of the unsolicited proposal process.

Furthermore – as contemplated by the Guideline – as the Proposal involves the Adelaide Park Lands the Council should in due course present the Proposal to the Adelaide Park Lands Authority.

### **4. Next Steps**

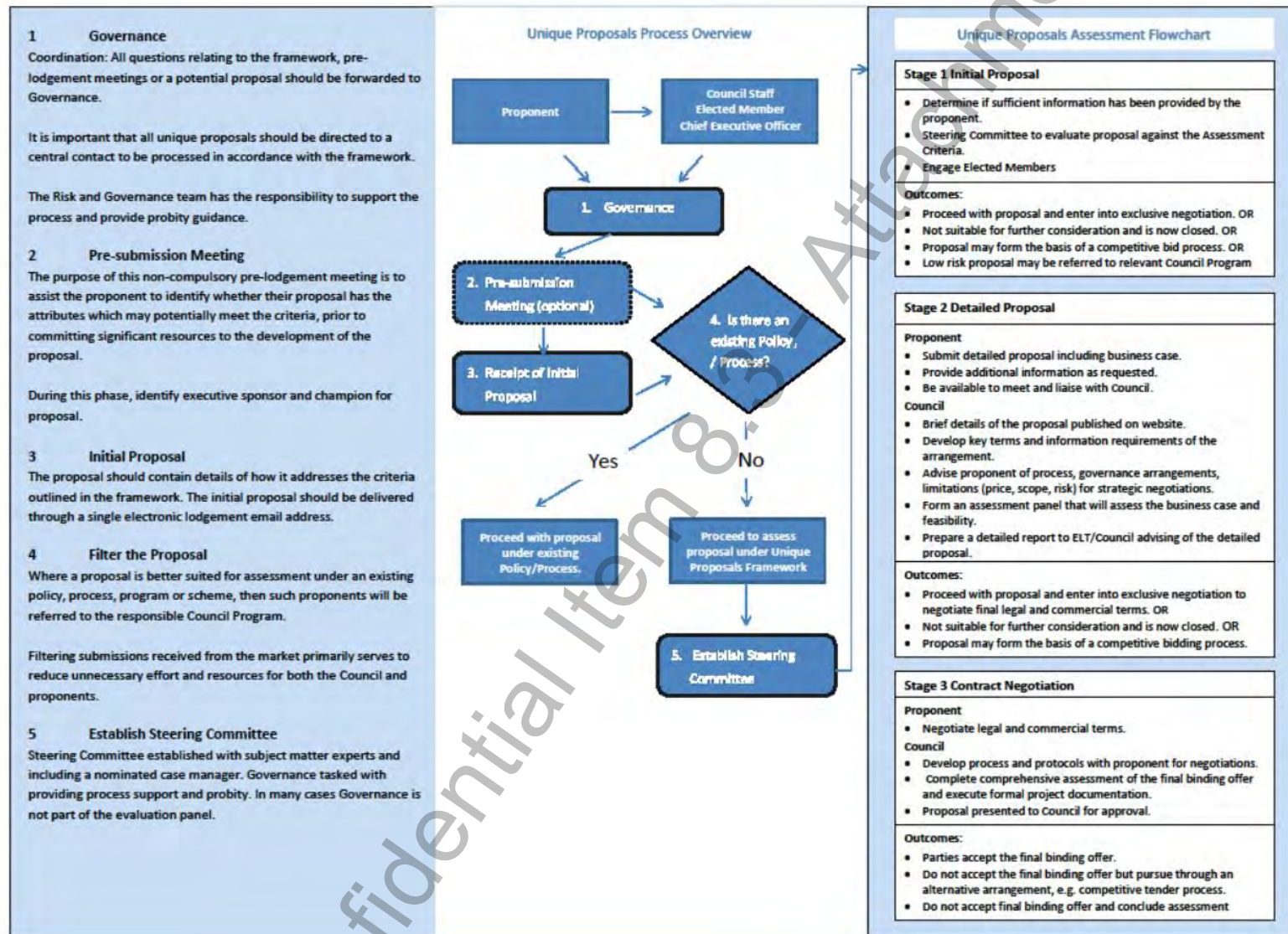
This Evaluation Report is to be presented to the Director Services. Following endorsement of the recommendations set out in this report, Administration will prepare a Council Report recommending Council approval to proceed to Stage 2.



**ATTACHMENT A**  
**Proposal (separate electronic document – commercial in confidence)**

Confidential Item 8.3 - Attachment B

## Attachment B





**9. Item 8.3 - Strategic Property Matter [2018/02324] [TC]**

Item 8.3, distributed separately, was before Council Members.

During the discussion, Councillor Hyde left the Colonel Light Room at 7.39pm, re-entered at 7.41pm and left at 7.52pm.

**THAT THE COMMITTEE RECOMMENDS TO COUNCIL**

**That Council:**

1. Notes the Unsolicited Proposal received from the Adelaide Football Club as contained in Attachment A to Item 8.3 on the Agenda for the meeting of The Committee held on 5 March 2019.
2. Approves the Unsolicited Proposal received from the Adelaide Football Club be considered under the City of Adelaide Unsolicited Proposals Guideline.
3. Notes the Steering Committee Evaluation Report and recommendations as contained in Attachment B to Item 8.3 on the Agenda for the meeting of The Committee held on 5 March 2019.
4. Approves progressing the Unsolicited Proposal received from the Adelaide Football Club to Stage 2, subject to entering into a Participation Framework Agreement.
5. Authorises the Chief Executive Officer or delegate to negotiate and execute a Participation Framework Agreement and to determine the appropriate time to publish details of the Proposal on Council's website.
6. Notes that following successful execution of a Participation Framework Agreement, a report will be provided to Council outlining the proposed approach under Stage 2 including an Engagement Plan and Needs Analysis.
7. In accordance with Section 91(7) & (9) of the *Local Government Act 1999 (SA)* and because Item 8.3 Strategic Property Matter listed on the Agenda for the meeting of The Committee held on 5 March 2019 was received, discussed and considered in confidence pursuant to Section 90(3) (d) and (g) of the *Local Government Act 1999 (SA)*, this meeting of The Committee do order that:
  - 7.1. the resolution, the report, the discussion and any other associated information submitted to this meeting and the Minutes of this meeting in relation to the matter remain confidential and not for public inspection until 31 December 2026
  - 7.2. the confidentiality of the matter be reviewed in December 2020;
  - 7.3. the Chief Executive Officer be delegated the authority to review and revoke all or part of the order herein and directed to present a report containing the Item for which the confidentiality order has been revoked.

Item 8.3, distributed separately to the Agenda and the PowerPoint presentation utilised during the item are attached for reference below.

# Strategic Property Matter

ITEM 8.3 05/03/2019

The Committee

**Contact:**

Steve Mathewson, Director  
Services

2019/00350

Confidential - s 90(3) (d) commercial information of a confidential nature

Confidential - s 90(3) (g) breach of law, duty of confidence, obligation or duty

**Approving Officer:**

Mark Goldstone, Chief Executive  
Officer

## EXECUTIVE SUMMARY:

On 19 February 2019, the City of Adelaide (CoA) received an unsolicited proposal from Adelaide Football Club (**Proponent**) in relation to the development of a sports and community facility based at Denise Norton Park / Pardipardinyilla (Park 2), the current site of the Adelaide Aquatic Centre (**Proposal**).

In accordance with the City of Adelaide Unsolicited Proposals Guideline (**Guideline**), a Steering Committee was established to assess the Proposal.

The purpose of this report is to recommend to Council that the Proposal proceed to Stage 2. When dealing with unsolicited proposals it is important to ensure that Confidential information is protected.

The Proponent has requested the confidentiality of its unsolicited proposal be maintained by Council at this time.

The Proponent has asserted that if information on this matter was made available to the public, then this may compromise in principle funding support.

## RECOMMENDATION:

### THAT THE COMMITTEE RECOMMENDS TO COUNCIL

#### That Council:

1. Notes the Unsolicited Proposal received from the Adelaide Football Club as contained in **Attachment A** to Item 8.3 on the Agenda for the meeting of The Committee held on 5 March 2019.
2. Approves the Unsolicited Proposal received from the Adelaide Football Club be considered under the City of Adelaide Unsolicited Proposals Guideline.
3. Notes the Steering Committee Evaluation Report and recommendations as contained in **Attachment B** to Item 8.3 on the Agenda for the meeting of The Committee held on 5 March 2019.
4. Approves progressing the Unsolicited Proposal received from the Adelaide Football Club to Stage 2, subject to entering into a Participation Framework Agreement.
5. Authorises the Chief Executive Officer or delegate to negotiate and execute a Participation Framework Agreement and to determine the appropriate time to publish details of the Proposal on Council's website.
6. Notes that following successful execution of a Participation Framework Agreement, a report will be provided to Council outlining the proposed approach under Stage 2 including an Engagement Plan and Needs Analysis.
7. In accordance with Section 91(7) & (9) of the *Local Government Act 1999 (SA)* and because Item 8.3 **Strategic Property Matter** listed on the Agenda for the meeting of The Committee held on 5 March 2019 was received, discussed and considered in confidence pursuant to Section 90(3) (d) and (g) of the *Local Government Act 1999 (SA)*, this meeting of The Committee do order that:
  - 7.1. the resolution, the report, the discussion and any other associated information submitted to this meeting and the Minutes of this meeting in relation to the matter remain confidential and not for public inspection until 31 December 2026
  - 7.1 the confidentiality of the matter be reviewed in December 2020;
  - 7.2 the Chief Executive Officer be delegated the authority to review and revoke all or part of the order herein and directed to present a report containing the Item for which the confidentiality order has been revoked.



## IMPLICATIONS AND FINANCIALS:

City of Adelaide 2016-2020 Strategic Plan	<p><b>Smart:</b> Catalyst for improved vitality of O'Connell Street Precinct Support review of the Council Businesses to determine the best management models – proposal aims to provide operational efficiency and greater value for money through enhanced effectiveness.</p> <p><b>Liveable:</b> Create a world class sporting and community infrastructure incorporating universal access Seek to activate Park 2 to enable increased use and safety</p>
Policy	City of Adelaide Unsolicited Proposals guideline was adopted by Council on 25 July 2017 to formalise its approach to the receipt and assessment of unsolicited proposals.
Consultation	<p>As part of Stage 1 of the Unsolicited Proposals guideline, all correspondence and communication with the Proponent will be kept confidential, subject to freedom of information or public accountability requirements.</p> <p>An extensive Communication and Engagement Strategy will be developed early in Stage 2 ensuring our Communities and other stakeholders are fully engaged throughout all future stages of the Unsolicited Bid Process.</p>
Resource	Subject matter experts and professional advisors and project management resources are required as part of Stage 2 to ensure Council's interest are protected.
Risk / Legal / Legislative	<p>Maximising public value for money and minimising public risk will always be prioritised when assessing and dealing with unsolicited proposals. The Unsolicited Proposals guideline provides a transparent and structured approach for the assessment of unsolicited proposals.</p> <p>There are statutory limits and processes imposed on Council under the <i>Adelaide Park Lands Act 2005</i> and the <i>Local Government Act 1999</i> which will need to be managed as part of dealing with the Proponent's Proposal and these should be discussed with the Proponent as part of Stage 2 to ensure it has an appreciation of these matters.</p>
Opportunities	Subject to successfully completing Stage 2 and 3 an unsolicited bid of this nature provides an opportunity for Council to leverage external funds, resources and organisations to provide significantly improved outcomes for our communities.
18/19 Budget Allocation	Currently being resourced and funded from the Commercial Program operating budget.
Proposed 19/20 Budget Allocation	Not as a result of this report. A detailed budget will be prepared early in Stage 2 as part of a collaborative process.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
18/19 Budget Reconsideration (if applicable)	Currently being resourced and funded from the Commercial Program operating budget. A detailed budget will be prepared early in Stage 2 as part of a collaborative process and identified as part of Quarterly Forecast 3 for 2018-19.
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	The Proponent will be responsible for their own costs in developing the proposal including master planning.

## GROUNDINGS AND BASIS FOR CONSIDERATION IN CONFIDENCE

### Grounds:

Section 90(3) (d) of the *Local Government Act 1999* (SA)

- (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;

Section 90(3) (g) of the *Local Government Act 1999* (SA)

- (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;

### Basis:

This Item is confidential as it contains commercially sensitive information supplied by the Proponent and disclosure could reasonably be expected to prejudice the in-principle funding negotiations of the Proponent in relation to the Proposal.

In accordance with the Unsolicited Proposals guideline Council acknowledges unsolicited proposals may contain intellectual property including confidential information and Council has committed to respect any intellectual property rights of a proponent.

### Public Interest:

We are satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances. Third parties may determine not to pitch new ideas and projects to Council if Council will not take into account concerns regarding protection of its ideas and information. This may have the impact that Council does not maximise opportunities with partners.

## DISCUSSION

1. On 19 February 2019, Council received an unsolicited proposal from Adelaide Football Club (**Proponent**) in relation to the development of a sports and community facility based at Denise Norton Park / Pardipardinyilla (Park 2), the current site of the Adelaide Aquatic Centre (**Proposal**).
2. On receipt of the Proposal a Steering Committee was formed to assess and form a view as to whether further consideration of the Proposal was warranted.
3. A copy of the Unsolicited Proposals guideline can be accessed [here](#)
4. The Proposal was evaluated in accordance with the following published assessment criteria:
  - 4.1. No competing proposals
  - 4.2. Community need/Council priority
  - 4.3. Value for money
  - 4.4. Uniqueness
  - 4.5. Capacity and capability of proponent
5. It is important to note that the evaluation was conducted based on available information and for the purposes of making a recommendation as to whether the Proposal should proceed beyond Stage 1 only.
6. If the Proposal is to proceed beyond Stage 1 then considerable effort will be required by Council to seek further and more detailed information, and validate the submissions made by, the Proponent in the Proposal.
7. The Steering Committee has finalised the Evaluation Report **Attachment B** and formed the recommendation that the initial Proposal is suitable for further consideration and should proceed to Stage 2 of the unsolicited proposal process.



8. It should be noted that Council approval to progress to Stage 2 does not bind Council in any way and simply provides a mechanism for us to engage in a structured process with the Proponent.
9. This will involve detailed consideration of the feasibility of the proposal, how it will be delivered, and whether it represents value for money.
10. It will be an interactive process between Council and the Proponent within a participation framework established by Council.
11. During this stage, it is expected that the Proponent will develop a detailed proposal or business case. The following matters will also be considered during Stage 2:
  - 11.1. if the Proposal is legally, technically and financially feasible;
  - 11.2. how the Proposal would best be structured to deliver the best outcome for Council, including the proposed structure of any agreement(s);
  - 11.3. needs and cost/benefit analysis of the proposal;
  - 11.4. appropriate allocation of risk.
12. Following approval for the Proposal to proceed to Stage 2, it is necessary to develop Stage 2 participation framework terms and conditions (Participation Framework Agreement).
13. The Participation Framework Agreement may include:
  - 13.1. confidentiality, conflict of interest, communication and probity protocols;
  - 13.2. first / guiding principles or assessment criteria;
  - 13.3. timeframes;
  - 13.4. information to be provided and/or shared;
  - 13.5. governance requirements;
  - 13.6. any other matters that the Council considers necessary or desirable.
14. The timing and nature of community engagement has not yet been determined. This is a key consideration as part of Stage 2. A Communication and Engagement Strategy will be developed for review and discussion by Council.
15. Throughout the future stages of this project there will be a number of opportunities to engage our communities and wider stakeholders including requirements under legislation (Park Lands Management Act, Local Government Act, Development Act, etc.)
16. There is a potential that the final Proposal would be required to be laid before both Houses of Parliament (before executing any agreements) should it include an arrangement for longer than ten (10) years. These are all statutory limits imposed on Council under the *Adelaide Park Lands Act 2005* and the *Local Government Act 1999*.
17. There may also be obligations to consult with the community in relation to the granting of a long-term lease and potentially variations to the relevant community land management plan.
18. In short, if the Proposal progresses, there will be multiple opportunities to engage with the community prior to any final decision by the Council.
19. The comments and first principles were discussed at a Confidential Committee meeting (**The Committee**) workshop held on 23 February 2019. The following feedback was provided by the Elected Members and can be accessed [here](#)
20. In summary the key principles and drivers to progress discussions are summarised as follows:
  - 20.1. **Community Engagement** – (essential) – short / long term consultation and communication;
  - 20.2. **Community Benefit** – service provision, community access, recognition of user groups (i.e. Black Friars Priory);
  - 20.3. **Park Lands Setting** – impact, footprint, built form and relevant Community Land Management Plan (CLMP);
  - 20.4. **Economic Outcomes** – supporting the broader precinct;
  - 20.5. **Value Proposition** - financial sustainability, short / long- term commercial benefits, upgrades to recreational and building asset and opportunities to Council;

21. This information will be included in the Participation Framework Agreement and include key terms and conditions to ensure Council retains the right to withdraw its interest or offer at any stage with suitable notice and the period of exclusivity.
22. An exclusive negotiation with the Proponent will be solely limited to the Proponent for the purposes of developing the specific Proposal. During a period of exclusive negotiation, Council will not grant similar rights to the Proponent of another proposal relating to substantially the same subject matter of the negotiations.
23. Generally, Council would seek to publish brief details of all unsolicited proposals that progress to Stage 2 on Council's website. However, in some cases, proponents may request that proposals are not listed, if this would pose significant risks to commercial confidentiality, commercial negotiations or intellectual property. Council will consider the request but reserves the right to publish the names of proponents at any time.
24. In relation to the current Proposal, the Proponent is seeking to secure in-principle funding from State and Federal government.
25. Publishing brief details prior to funding announcements may compromise the Proponent's negotiations with external funding partners. On this basis, it is recommended that Council does not publish any details of the Proposal until funding is secured or the Proponent provides permission.
26. Should Council approve progressing the Unsolicited Proposal received from the Adelaide Football Club to Stage 2, and subject to entering into a Participation Framework Agreement, we will in addition bring back Draft Key Principles to assist in the formation and development of Guiding Principles to assist Council in its deliberations.

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## ATTACHMENTS

**Attachment A** – Unsolicited Proposal – Sport and Community Centre

**Attachment B** – Steering Committee Evaluation Report

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- END OF REPORT -



**PART ONE: Your details and proposal abstract**

<b>ORGANISATION / CONSORTIUM NAME</b>	ADELAIDE FOOTBALL CLUB
<b>ADDRESS</b>	105 WEST LAKES BOULEVARD WEST LAKES, SOUTH AUSTRALIA 5021 Australia
<b>IDENTITY</b>	COMPANY
<b>TYPE OF ORGANISATION / CONSORTIUM</b>	SPORTING ORGANISATION/NOT FOR PROFIT
<b>CONTACT DETAILS FOR EVALUATION PURPOSE</b>	84406611

**PROPOSAL ABSTRACT  
(CONCISE)**

SPORT AND COMMUNITY CENTRE

**SHORT TITLE****ABSTRACT**

Dear City of Adelaide,

This proposal represents a generational opportunity to develop a unique sports and community facility unlike any in this State that will play a key part in building upon the civic tone and cultural identity of South Australians.

Based at Denise Norton Park / Pardipardinyilla (Park 2) the current site of the Adelaide Aquatic Centre, the Adelaide Football Club propose a new facility that would serve as the official Headquarters of the Adelaide Football Club including the training base for its elite sporting teams. It would also incorporate significant community amenity to meet the needs of City of Adelaide residents and the broader South Australian community through aquatic, recreation and community facilities.

The Club's existing facility at West Lakes will become increasingly compromised by the development activity that will continue for the next decade with the overall loss of amenity impacting the delivery of its high performance, community and commercial operations programs as well as a number of growth opportunities.

This proposed new facility in the City of Adelaide would provide a platform to animate the community with sporting leadership, complete Adelaide's 'sporting heart' alongside Adelaide Oval, re-imagine a key under-valued area of the Parklands, provide a vibrant, active and safe destination for users, deliver international standard playing fields for community use, reinvigorate the retail activity and vibrancy of O'Connell Street Precinct and provide a new public aquatics centre for recreation, leisure and learning. This project holds the promise to achieve the following:

- Revitalized Aquatic Centre that can deliver the intended outcomes of the Community Land Management Plan for Park 2 in partnership with Council.
- Catalyst for improved vitality of O'Connell Street Precinct.
- Reinforce the national brand of the Adelaide Football Club to the City of Adelaide
- Provide operational efficiency and greater value for money through enhanced effectiveness as well as expanded delivery of community programs.

South Australians have a strong legacy of community as well as a deeply rooted identity with sport. We have seen this manifest itself into extraordinary support of the AFC with over 700,000 fans, 48,000 average attendances at Adelaide Oval, leading levels of fan engagement on the

Club's digital platforms and consistently more media coverage than any sporting team in the country. A city base will enhance the Club's ability to build upon its community programs that already engage with over 80,000 children each year – they include the Growing with Gratitude primary school program focused on building resilience and positive behaviours, a range of indigenous programs, female football clinics to capture the extraordinary interest that followed the launch of the AFLW, a range of multicultural focused talent programs and more recently STEM and vocationally focused youth programs. The Adelaide Football Club is uniquely positioned to partner with the City of Adelaide to realise the above opportunity. As a club, we provide the following advantages:

- A local Not for Profit institution that has the unique ability to align private interests with the City's long term goals
- Proven track record engaging with the community through junior, female, indigenous and multicultural programs
- Ability to attract multiple funding partners to invest in this opportunity and in the City of Adelaide

The AFC has the capacity to raise the funds and the capability to assemble a team that can deliver against the objectives for both it and the City of Adelaide. We have detailed our approach to this work in the attached document. Our goal is to unite our mutual interests in furthering the city's community focused sports legacy.

The total projected cost for the new facility is in the order of \$60 million. We propose that subject to planning approvals, building could commence in 2020 with completion in late 2021 ahead of the 2022 AFLW and AFL seasons. The next exciting phase is to develop a Masterplan for the site that can not only meet the requirements of the AFC but also with greater definition deliver against Council objectives and the needs of the residents of Adelaide.

Yours Sincerely,  
Andrew Fagan  
Chief Executive Officer  
[afagan@afc.com.au](mailto:afagan@afc.com.au)

## **PART TWO: Detailed proposal**

- I confirm that the attached files are appropriate for use in this application and agree to these documents being utilised by Council in their assessment of the proposal. I acknowledge that these files will be shared with a working group / steering committee and/or City of Adelaide Elected Members for assessment.

## **PART THREE: Assessment Criteria**

Please provide a brief description of how the proposal would meet each of the assessment criteria.

You may upload documents / supporting information at the end of this section to further support how your proposal will meet each assessment criteria.

## **NO COMPETING PROPOSALS**

**If the proponent is aware of any existing proposal or procurement process currently under consideration by the Council or under active consideration by another proponent then the proponent should clearly demonstrate how their proposal is distinct from these other proposals.**

NA

## **COMMUNITY NEED/ COUNCIL PRIORITY**

**The proponent should demonstrate how its proposal:**

- promotes the Council's role and functions
- is broadly consistent with the Council's objectives outlined
- in its Strategic Plan
- provides an economic, social, cultural or environmental outcome for the Council

**The information that a proponent provides should include:**

- details of benefits of the proposal
- details of any economic activity or jobs that would be created
- by the proposal
- details of any unmet community need that would be met
- by the proposal



• **how the proposal is aligned with the Council's strategic objectives**

Please refer to proposal document received via email which addresses this item

## UNIQUENESS

The proponent should provide information that demonstrates that its proposal is unique. This may be demonstrated by showing that:

- the proposal cannot be readily delivered by competitors at all or within the timeframes proposed by the proponent
- the proponent owns something that would limit other parties from being able to deliver the proposal (for example, Intellectual Property, strategic landholdings)
- the proponent has unique finance arrangements that enable it to deliver the proposal where other parties would not be able to
- the proponent has a genuinely innovative idea
- a combination of factors which may not stand alone as being
- unique but which together create a unique proposal

Please refer to proposal document received via email which addresses this item

## VALUE FOR MONEY

The proponent should provide information that demonstrates how its proposal represents value for money for the Council, such as:

- financial benefits
- economic benefits
- community benefits

The information that a proponent provides should include:

- how the proposal is priced relative to competitors
- the proposed sharing of costs and risks between the Council and the proponent
- the benefits to the Council of the proposal

Please refer to proposal document received via email which addresses this item

## CAPACITY AND CAPABILITY OF PROPONENT

Proponents should provide information that demonstrates that it has the capacity and capability to deliver the proposal. Proponents should provide:

- a description of their organisation or consortium
- details of previous experience in delivering similar projects
- details of past performance on similar projects
- details of relevant experience in prior dealings with the Council or another council
- details of its skills, experience and competencies to deliver the project
- details of any third parties that would be proposed to be involved in the delivery of the project

Please refer to proposal document received via email which addresses this item

- I confirm that the attached files are appropriate for use in this application and agree to these documents being utilised by Council in their assessment of the proposal. I acknowledge that these files will be shared with a working group / steering committee and/or City of Adelaide Elected Members for assessment.

## PART FOUR: Further information

You may upload documents / supporting information at the end of this section.

## FINANCIAL AND COMMERCIAL DETAILS

**A proponent should provide a brief description of the financial and commercial details of the proposal and the proponent's financial capacity to deliver the proposal.**

Please refer to proposal document received via email which addresses this item

## COSTS AND REQUIREMENTS OF THE COUNCIL

**A proponent should identify what they are seeking from the Council for the proposal. This may include:**

- land
- use of assets, facilities, equipment, materials, personnel or other resources
- finance
- assistance to obtain statutory approvals or legislative or regulatory amendments

**A proponent should state what the cost would be for the Council in providing what is sought.**

Please refer to proposal document received via email which addresses this item

## RISKS

**Proponents should list risks arising from the proposal for the proponent and the Council.**

Please refer to proposal document received via email which addresses this item

## PREFERRED CONTRACT ARRANGEMENT

**A proponent should provide details of its proposed contractual arrangements for the proposal if it is successful.**

Please refer to proposal document received via email which addresses this item

## INTELLECTUAL PROPERTY

**Proponents should provide a brief description of:**

- each item of Intellectual Property involved in the proposal
- the nature of any Intellectual Property claimed
- details of the owner of Intellectual Property claimed
- registration details (where applicable)
- details of any items for which commercial confidentiality is claimed in whole or in part

Please refer to proposal document received via email which addresses this item

## OTHER INFORMATION

**A proponent may provide any other information that is relevant to its proposal for Stage 1 assessment.**

Please refer to proposal document received via email which addresses this item

- I confirm that the attached files are appropriate for use in this application and agree to these documents being utilised by Council in their assessment of the proposal. I acknowledge that these files will be shared with a working group / steering committee and/or City of Adelaide Elected Members for assessment.

## PART FIVE: Sign off and submission

### CONTACT PERSON

**A proponent must nominate a contact person to be the only point of contact for this proposal. All communications from the Unsolicited Proposals Coordinator about the proposal will be sent to this person.**

ANDREW FAGAN

### ADDRESS

105 WEST LAKES BOULEVARD  
WEST LAKES, SOUTH AUSTRALIA 5021  
Australia

### EMAIL

[afagan@afc.com.au](mailto:afagan@afc.com.au)

### PHONE NUMBER

61884406611

### COUNCIL CONTACT DETAILS

**A proponent should provide details of any person at the Council who has already been contacted regarding the proposal.**

Steve Mathewson  
Director - Services

### PROPOSED DURATION

**Period of time for which the proposal is valid (min. of six months).**

Please refer to proposal document received via email which addresses this item

### SUBMISSION

**The proposal is to be signed by a representative of the proponent who is authorised to represent and contractually bind the proponent.**

**By printing your name below you:**

- agree to the Terms & Conditions as laid out within this application form and on pages 9 to 11 of [A Guide For Those With Great Ideas](#);
- confirm that the attached files to this application are appropriate for use and agree to these documents being utilised by Council in their assessment of the proposal;
- acknowledge that these files will be shared with a working group / steering committee and/or City of Adelaide Elected Members for assessment



PRINTED NAME

ANDREW FAGAN

Confidential Minute 9 - Item 8.3 - Attachment A - Distributed Separately

# Adelaide Football Club Sports & Community Centre

Unsolicited Proposal | Stage 1 – Initial Proposal

February 2019





Organisation / Consortium Name:

**Adelaide Football Club**

Address:

**105 West Lakes Boulevard**

**West Lakes SA 5021**

Identity:

**Company**

Type of Organisation / Consortium:

**Sporting Organisation / Not For Profit**

Contact Details for Evaluation Purpose:

**Andrew Fagan**

**Chief Executive Officer**

**afagan@afc.com.au**

Short Name:

**Sport & Community Centre**

## Part One: Our Details & Cover Letter

Unsolicited Proposal Committee  
Colonel Light Centre  
25 Pirie Street  
Adelaide, SA 5000

Dear City of Adelaide,

This proposal represents a generational opportunity to develop a unique sports and community facility unlike any in this State that will play a key part in building upon the civic tone and cultural identity of South Australians.

Based at Denise Norton Park / Pardipardinyilla (Park 2) the current site of the Adelaide Aquatic Centre, the Adelaide Football Club propose a new facility that would serve as the official Headquarters of the Adelaide Football Club including the training base for its elite sporting teams. It would also incorporate significant community amenity to meet the needs of City of Adelaide residents and the broader South Australian community through aquatic, recreation and community facilities.

The Club's existing facility at West Lakes will become increasingly compromised by the development activity that will continue for the next decade with the overall loss of amenity impacting the delivery of its high performance, community and commercial operations programs as well as a number of growth opportunities.

This proposed new facility in the City of Adelaide would provide a platform to animate the community with sporting leadership, complete Adelaide's 'sporting heart' alongside Adelaide Oval, re-imagine a key under-valued area of the Parklands, provide a vibrant, active and safe destination for users, deliver international standard playing fields for community use, reinvigorate the retail activity and vibrancy of O'Connell Street Precinct and provide a new public aquatics centre for recreation, leisure and learning. This project holds the promise to achieve the following:

- **Revitalized Aquatic Centre** that can deliver the intended outcomes of the Community Land Management Plan for Park 2 in partnership with Council.
- Catalyst for **improved vitality of O'Connell Street Precinct**.
- **Reinforce the national brand** of the Adelaide Football Club to the City of Adelaide
- Provide **operational efficiency** and **greater value for money** through enhanced effectiveness as well as expanded delivery of community programs.

South Australians have a strong legacy of community as well as a deeply rooted identity with sport. We have seen this manifest itself into extraordinary support of the AFC with over 700,000 fans, 48,000 average attendances at Adelaide Oval, leading levels of fan engagement on the Club's digital platforms and consistently more media coverage than any sporting team in the country. A city base will enhance the Club's ability to build upon its community programs that already engage with over 80,000 children each year – they include the Growing with Gratitude primary school program focused on building resilience and positive behaviours, a range of indigenous programs, female football clinics to capture the extraordinary interest that followed the launch of the AFLW, a range of multicultural focused talent programs and more recently STEM and vocationally focused youth programs. The Adelaide Football Club is uniquely positioned to partner with the City of Adelaide to realise the above opportunity. As a club, we provide the following advantages:

- A local **Not for Profit** institution that has the unique ability to align private interests with the City's long term goals
- Proven track record **engaging with the community** through junior, female, indigenous and multicultural programs
- Ability to **attract multiple funding partners** to invest in this opportunity and in the City of Adelaide

The AFC has the capacity to raise the funds and the capability to assemble a team that can deliver against the objectives for both it and the City of Adelaide. We have detailed our approach to this work in the attached document. Our goal is to unite our mutual interests in furthering the city's community focused sports legacy.

The total projected cost for the new facility is in the order of \$60 million. We propose that subject to planning approvals, building could commence in 2020 with completion in late 2021 ahead of the 2022 AFLW and AFL seasons. The next exciting phase is to develop a Masterplan for the site that can not only meet the requirements of the AFC but also with greater definition deliver against Council objectives and the needs of the residents of Adelaide.

Yours Sincerely,

Andrew Fagan

Chief Executive Officer

The Adelaide Football Club - Minutes of the AGM 5 March 2019 - Item 8.3 - Distributed Separately

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## Part Two: Detailed Proposal

# The Objectives of the Proposal + What We Can Do for the City of Adelaide

The Adelaide Football Club has identified a unique, generational opportunity to deliver the immediate **needs of the City of Adelaide**, the **local community** and more broadly the state of South Australia to develop **a world-class sports and community centre** in North Adelaide catering for aquatic, recreational, education and elite-athlete training needs.

It is envisaged that a new facility would set a benchmark for a **modern day recreation**, elite sporting and education facility development that encompasses **universal access** and environmentally **sustainable design features** and demonstrates what can be achieved when local government and private businesses collaborate in sporting and recreation facilities. The Adelaide Football Club would like to take the opportunity to formally extend the offer to the City of Adelaide to join together in a strategic partnership.

### Our Objectives of the Proposal

The goal of our proposal is to unite our mutual interests in furthering the city's community-focused sports legacy. The objective of this proposal is to agree in principle to a common path forward, as follows:

- City of Adelaide agrees to advance this proposal to Stage 2 – Detailed Proposal
- City of Adelaide agrees to convene key project stakeholders to aid in the development of a master plan ahead of the anticipated May 2019 federal election cycle
- City of Adelaide agrees to work together to solve potential future challenges
- City of Adelaide to enter into a period of exclusive negotiation, project scoping and development with the Adelaide Football Club on this opportunity

### We are Uniquely Positioned for the City

Adelaide Football Club is uniquely positioned to realise the ambitious goals of the City's Strategic Plan and the Community Land Management Plan, as follows:

- The Adelaide Football Club a not-for-profit institution built with the public's interest at the heart of everything we do
- We are well positioned to secure financial support from State and Federal Government to this mutually beneficial project
- Our brand is aligned with the pride and identity of the residents of Adelaide







## Part Two: Detailed Proposal

# Potential Approach

Aligned with the Unsolicited Proposals process, the Adelaide Football Club proposes to develop this project together over two phases.

### Phase A: Master Plan

The goal of Phase A is to develop all three stages of the Unsolicited Proposals process in close collaboration with the City of Adelaide and elected members. It is intended to give greater confidence and certainty to both the Adelaide Football Club and the City of Adelaide.

It is envisaged that the Adelaide Football Club and City of Adelaide enter into a Heads of Agreement, to give clear direction on the intent of the project, assign relevant roles & responsibilities and agree on terms of reference for working collaboratively.

The Adelaide Football Club will lead the Project Management of the master plan development with support and inclusion of key City of Adelaide experts as required.

Phase A will see the development of a visionary master plan framework to develop a shared vision and build consensus around individual requirements and commitments.

This includes considerable stakeholder engagement so as to define what the parameters of the project are - including the project's purpose, opportunities and challenges to overcome. This will include proposed financial exchange for the shared desired outcomes. It is envisaged that the City of Adelaide will support and advise the Adelaide Football Club led Project team to successfully navigate stakeholder engagement

and parklands approval process. The Adelaide Football Club commits to solely finance the project through Phase A, at which time the Heads of Agreement would be agreed upon and executed.

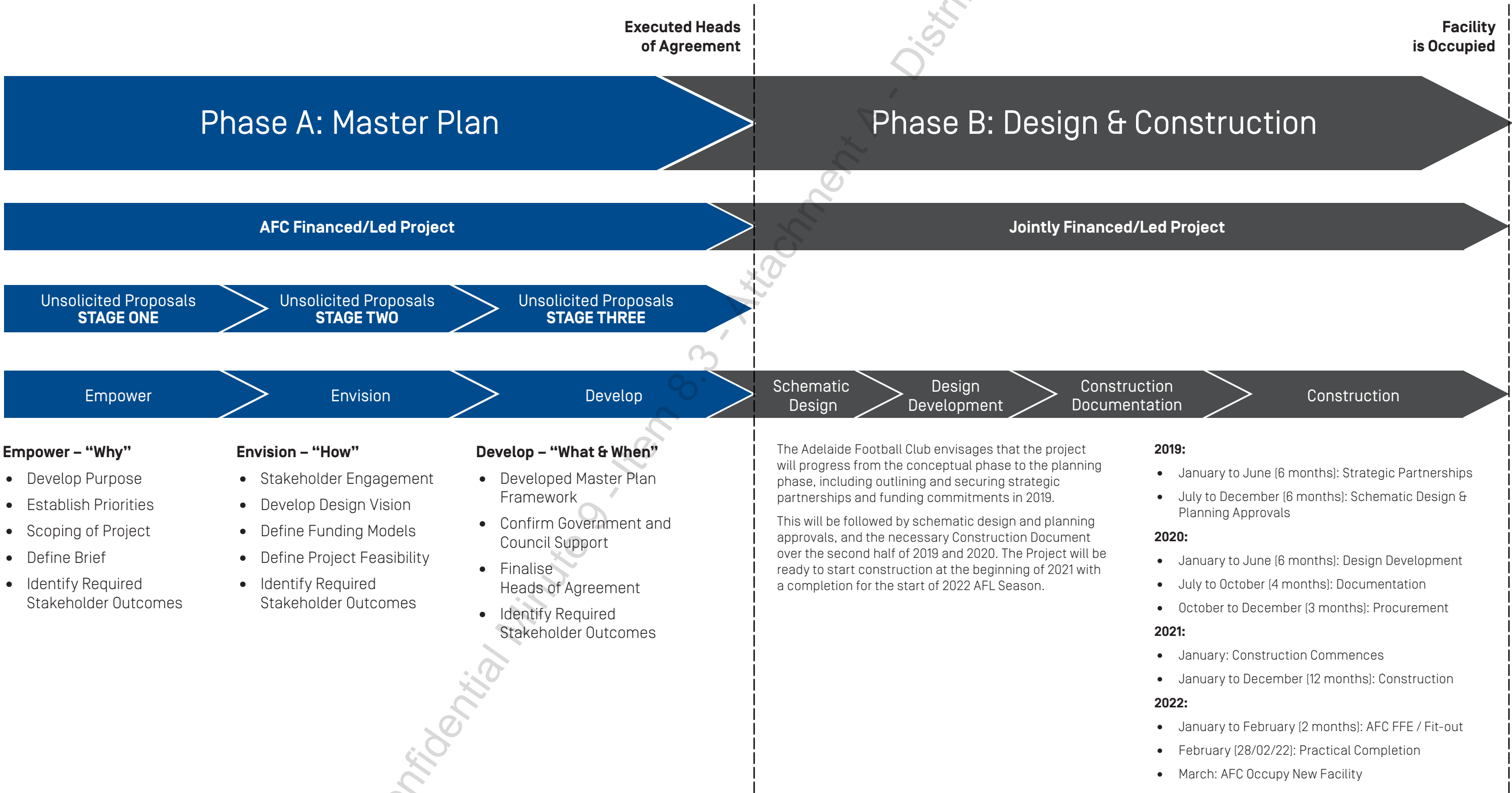
As the project passes through the Unsolicited Proposal gate milestones with City of Adelaide and at the appropriate time during the development of the Master Plan the Adelaide Football Club and City of Adelaide will commence developing a Heads of Agreement and future commercial structure for the construction and operation of the Facility.

### Phase B: Design & Construction

Phase B is the design and construction of the facility. Guided by the outcome of the Heads of Agreement, during this phase the Adelaide Football Club will finalise the project financing arrangements.

Part Two: Detailed Proposal

# Potential Program





## Part Two: Detailed Proposal

# Intended Outcomes

The expected outcome for the City of Adelaide is beyond constructing a building; it aligns and weaves together the Adelaide Football Club and the City of Adelaide Community.

- ✓ **Enhances the identity** of the City of Adelaide and North Adelaide as a destination, attracting people to the city.
- ✓ Enhance Delivery of a Range of Important Community Programs to Thousands of South Australian Children and other community groups.
- ✓ **Enhances the Parklands experience** as identified in the Adelaide Parklands Management Plan 2025 through increased activity and participation.
- ✓ Creates a **state-of-the-art aquatic, recreation and education facility** with world-class elite athlete training amenities.
- ✓ Create a Leading Sport Technology Innovation Focus
- ✓ Establishes a greater **network of public amenity and safety**
- ✓ Creates a connection with the North Adelaide community and retailers that will **reactivate O'Connell Street**
- ✓ Partner with Council to realise the key opportunities outlined in the City of Adelaide 2016-2020 Strategic Plan









## Part Three: Assessment Criteria

# Community Need + Council Priority

This is a once in a generation opportunity to elevate South Australia's standing as a **leader of elite and community-focussed sports**.

**The Facility would be the first of its kind for Adelaide.**

Now is the time to plan boldly: to further grow and establish the Adelaide Football Club's numerous **junior, female, Indigenous and multicultural programs**, enhance **Adelaide's sporting heart** in the city, reactivating key under utilised areas of the Parklands, reinvigorating the activity and vibrancy of North Adelaide, the O'Connell Street precinct and establishing the northern gateway and entry point to the City of Adelaide.

The Adelaide Football Club understands that the City of Adelaide has the aspiration of being a welcoming and dynamic city full of rich and diverse experiences. Adelaide is the home of the State's civic, cultural and community life and through the unique qualities of the Adelaide Football Club this project provides a catalyst to fast track Council's strategic aspiration.

This will be done through delivering a state-of-the-art world-class facility for one of the Australia's largest sporting clubs integrating a range of aquatic, recreation and education services.







## Part Three: Assessment Criteria

# Community Need + Council Priority

South Australians have a strong legacy of community as well as a deeply rooted identity with sport. The Adelaide Football Club is a significant national sporting brands, recognised as one of the largest sporting clubs in Australia and renowned for its deeply passionate fan base. The Adelaide Football Club represent the city by name, and we now have a unique opportunity for them to relocate their administration and training base 'home' to the City of Adelaide. We have seen this manifest itself into extraordinary support of the Adelaide Football Club:

- **720,000 fans (2nd largest in the AFL) with the highest levels of avidity in the AFL**
- **48,000 average home game attendance at Adelaide Oval – the most attended team in Australian Sport**
- **Leading community program reach and engagement, averaging 80,000 children each year across a variety of programs**
- **Expanding school sports focus using the AFLW to drive significant growth in girls participation with football**
- **Leading media coverage in SA and consistently more media engagement than any team in the AFL**

The Club today provides a significant contribution to the community and a city based location will further assist in increasing the delivery of our wide range of programs.





## Part Three: Assessment Criteria

# Uniqueness

The uniqueness of this proposal and partnership between Adelaide Football Club and City of Adelaide is unprecedented for a capital city - we are well positioned to deliver a project that will provide exceptional community outcomes.

The Adelaide Football Club Facility will be Adelaide's next great **community heart**. A **walkable community inspired by nature**, history and art, with stunning Parklands surrounds.

It will be a **truly active place** featuring a mix of recreation, community open spaces, trails, recreation, and entertainment.

The Adelaide Football Club proposes to underpin our project partnership by embedding the four key strategic pillars of Smart, Green, Liveable and Creative into our project framework, which will define key project outcomes. The Centre will be **anchored by its amenity and public realm**:

- Public Aquatics Centre for recreation, leisure, fitness and family entertainment;
- Welcoming Indoor Recreation for Public Activities;
- New International Standard Oval playing surfaces;
- A Vibrant, Active and Safe 24-hour Parklands Destination; and
- A Connection with the North Adelaide community and retailers leading to the reactivation of the precinct.

The Adelaide Football Club are poised and ready to progress this project, with the financial capacity and operational capability we are confident we will secure the support of the AFL, Government and the broader community given the significant civic, social and sporting benefits to the state of South Australia.

We are pleased that the City of Adelaide is open to discussion and consideration of such a city making project.



Local Events

Participation

Recreation

Viewing

Training

Playing

Running

Cafe



## Part Three: Assessment Criteria

# Uniqueness

### A Public Aquatics Centre for Recreation and Leisure

- Partner with the City of Adelaide to deliver a **state-of the-art community aquatic facility** and meet the needs of City of Adelaide residents and the broader South Australian community.
- The Adelaide Football Club has **extensive experience** operating similar facilities
- Pool facilities to **exceed community demand** (i.e. lap swimming, swim school, leisure swimmers/visitors, school groups)
- Explore the viability of **complementary activities to increase community aquatic amenity** and respond to changing community expectations and needs. (i.e. children's water play area, waterslides and more aquatic leisure facilities)
- A pool with associated hydrotherapy facilities (shared facility with Adelaide Football Club)





## Part Three: Assessment Criteria

# Uniqueness

### Welcoming Indoor Recreation for Public Activities

- Partner with Council, State and Federal Government to facilitate **sport focused community programs**
- Deliver an indoor training area with multi-purpose courts for **broad community use** – the only public indoor courts in the City of Adelaide
- Potential for the indoor space to support **a range of other community events**





## Part Three: Assessment Criteria

# Uniqueness

### New International Standard Oval playing surfaces

- Two new / restored, regulation sized ovals (MCG / Adelaide Oval) of AFL training / playing standard for elite and community use
- Implementation of 'Key Sport Areas' and define Park 2 as a 'Key Gateway' as identified in the Adelaide Parklands Management Plan 2025
- **Increase utilisation of Parklands for sport and recreation**, through community access to the Ovals for key events and designated recreation activities





## Part Three: Assessment Criteria

# Uniqueness

### High Performance Centre

- Deliver a leading facility servicing the needs of Adelaide Crows AFL, SANFL and AFL Women's teams, as well as talent development and academy program squads.
- Partner with the university sector to create a centre for sports science education and delivery, including an opportunity for university athletes to progress their development
- The facility will be accessible to the Adelaide Football Club's sporting teams including players from the AFL, AFLW, AFLX, SANFL and Adelaide Bite baseball teams.
- The facility will also be home to the Adelaide Football Club's professional and eSports teams, delivering a high performance gaming facility that will both develop gamers and be capable of hosting tournaments for SA schools





## Part Three: Assessment Criteria

# Uniqueness

### A Vibrant, Active and Safe 24-hour Parklands Destination

- Public access that integrates with the Parklands
- Highly adaptable ground floor space, shared between Adelaide Football Club and the City of Adelaide for community hire.
- Functional space fronting the Parklands for a range of potential uses including allied health, community programs, changerooms for recreational users of the precinct, cafe, outdoor fitness users and recreational space.
- Accelerate the delivery of key community amenities outlines in the Park Lands Management Strategy Plan – including recreation, leisure and other offerings



## Part Three: Assessment Criteria

# Uniqueness

### A Connection and Sponsor of the Local High Street

- Provide immediate connections to the O'Connell Street precinct, supporting the regeneration of business and community engagement
- Improve connectivity between neighbouring city precincts
- Be a destination in North Adelaide to increase visitation, especially to the O'Connell Street precinct
- Book-end the City of Adelaide northern council area boundary with an iconic community attraction





## Part Three: Assessment Criteria

# Value for Money

With the goal of bringing together three tiers of Government and a leading sporting institution – the City of Adelaide, State Government, Federal Government and the Adelaide Football Club, we will be **well-positioned** to provide cooperative leadership on this initiative, providing the greatest value for money and driving significant community and economic benefit to Adelaide.

### Multiple Project Outcomes

At the core of this project is a genuinely innovative idea, to bring together the Adelaide Football Club and the City of Adelaide to deliver a facility that would provide positive outcomes for both – a new state of the art base for the Adelaide Football Club together with newly established community facilities to meet the needs of the City of Adelaide and its constituents. A community facility that would cater for existing users and provide additional services that would positively activate the parklands. Such outcomes might be difficult to achieve as stand alone projects. However, together, we can develop a unique solution to address multiple operational, logistical, planning and financial challenges.

### Revitalised Aquatic Centre

This project has the potential to develop a new community aquatic centre as a part of the Adelaide Football Club facility. We would like to work together to jointly find long term solutions to the financing, development, operations and maintenance of the new public facility. We believe together we can provide a better, more cost-effective outcome for residents than if City of Adelaide chose to develop this key community amenity alone.

### Improved Vitality of O'Connell Street

This project has the potential to supercharge the vitality of O'Connell Street. We believe this would become a new beating heart of the community, drawing a new centre of gravity for activity in North Adelaide. Working together, we can improve the local amenities, shops, restaurants and other local offerings.

### Increased Safety of the Parklands

The project has the opportunity to provide a heightened level of safety, comfort and increased visitation to Park 2 of the Parklands and directly connect it with improved amenity to the O'Connell Street precinct. We believe this project would provide significant increase in passive surveillance, activity, and overall pedestrian comfort. In collaboration with the City of Adelaide, we are eager to consider how together we could achieve this.

### Variety of Funding Sources

This project has captured in-principal financial support from multiple funding sources – including State and Federal Government. Working together, we can bring mutual benefit to the City of Adelaide, backed by national investment that reaches beyond our city boundaries.

### Offsetting Costs with Greater Community Improvements

The Adelaide Football Club is uniquely positioned to deliver both a greater outcome with the extensive experience developing & operating facilities, as well as provide the greatest value in offsetting the City of Adelaide's traditional costs to build a similar facility. Together, we can provide a heightened outcome for the Adelaide Community – but for less.





## Part Three: Assessment Criteria

# Our Capacity & Capabilities

The Adelaide Football Club and City Collective have joined forces to develop this generational proposal. Building on the wealth and diverse experiences both possess, our team's leadership is positioned to deliver a project that provides the greatest outcomes, is uniquely South Australian and provides the greatest value for money.

### The Adelaide Football Club

The Adelaide Football Club has significant experience at both Management and Board level relating to development projects of this nature. Our current facility at West Lakes was built in 2009 and involved a range of stakeholders. Chief Executive Andrew Fagan was the lead on the development of high performance facilities within Super Rugby and through his previous experience with the Australian Institute of Sport. The Adelaide Football Club Board has expertise within areas of property development, government relations, capital raising and project management. The Club will also engage with a range of external advisors on this project to ensure its success, with our primary advisor being City Collective.

### City Collective

City Collective is a holistic design studio offering urban design, architecture and planning services to cities, governments, institutions and the private sector. Utilising our extensive local and international experience, City Collective is able to provide innovative design solutions to projects that are requiring big picture visionary thinking.

The City Collective approach is innovative, highly collaborative and prides itself on improving community outcomes, such as sports & recreation, urban repair, community master planning, residential and civic infrastructure.

We have influenced the built environment around the world through planning, design, and innovation. As an

interdisciplinary practice, we approach each project holistically. Our projects respond to and enhance their surroundings, adhere to higher standards of efficiency, and improve the quality of life of our client users and the public at large.

We take great pride in our ability to manage multifaceted projects that involve numerous stakeholders, while maintaining a high level of personal attention. We understand that great projects are only accomplished through constant communication and collaboration.

### Our Experience with City Council

As a key institution within the community the Adelaide Football Club is regularly engaged with Federal, State and Local levels of Governments on key projects. As one of the major tenants of Adelaide Oval, within the jurisdiction of the City of Adelaide we work closely on issues relating to both organisations. The Club's directors also have key links and working relationships with Council through their varied Directorships and roles within the business community. The Club will also engage with a range of external advisors on this project to ensure its success, with our primary advisor being City Collective.

City Collective is highly experienced in being engaged by local governments to design and deliver projects that offer significant value to local communities. In particular, City Collective has been engaged by local government to deliver multiple design projects within the aquatic, recreational and sporting realm. We pride ourselves

on applying a bespoke and planning approach that is reflective and responsive to the needs of each local government area and its needs.

City Collective has significant experience in the design and delivery of local government and community recreation, leisure and sporting facilities across the country. City Collective is currently in the final stages of working with Sports Recreation Victoria and the Melbourne Football Club on their new headquarters, elite training and community facilities in the parklands operated by the City of Melbourne adjacent the Melbourne Cricket Ground.

We guide our clients through the development approval processes and have a solid understanding of the level of information that is to be prepared for each stage of approval throughout the design documentation. David has presented to and professionally worked under the jurisdiction of the SA Planning Commission and understands the Development Acts associated with that tier of government.





## Part Four: Further Information

### Financial and Commercial Details

The master plan exercise will be critical to determining the final scale of the project. The Adelaide Football Club will self-fund a proportion however it will require both State and Federal Government support to provide the funding necessary for the project to commence.

A project of this nature will require investment of around \$60 million. As a not for profit community based organisation, we are in a unique position to be able to secure this level of funding. Importantly, it will come from multiple funding partners, including Federal and State Government, the AFL, the Adelaide Football Club and major donors closely associated with the Club.

### Cost & Requirements of the Council

The Adelaide Football Club is not currently seeking any financial or in-kind commitments from Council. We ask that the City of Adelaide acknowledge and participate in a Master Planning process, wholly financed and managed by the Adelaide Football Club, to jointly explore:

- What our required outcomes are;
- What our shared vision is;
- What our shared commitments could be; and
- What the future operating structure of the facility may be between Adelaide Football Club and City of Adelaide.

### Risks

The Adelaide Football Club believes there is no risk to either party at this time in working jointly to develop a master plan for a future facility. The master planning process is an exploratory effort that commits neither the Adelaide Football Club or City of Adelaide at this time.

During the master planning process, we will jointly identify and work together to mitigate potential risks as they arise. Our project team have done so on similar Public Private Partnerships Projects in the past, and the development of the master plan is a key strategy to identify and mitigate risks for all stakeholders early.

### Preferred Contract Arrangements

It is proposed that the Adelaide Football Club and City of Adelaide enter into initial Joint Development Agreement immediately following Council approval on Stage 1 of the Unsolicited Proposal process. This will enable both parties to collaboratively develop the Master Plan with clear demarcation and understanding regarding the roles and responsibilities of each party.

During Stage 2 and on approaching Stage 3 of the Unsolicited Proposal process the parties would begin negotiations for a Heads of Agreement for the Sports and Community Centre. It is intended that the Heads of Agreement outline the agreed matters between the two parties and operating structure.

### Intellectual Property

We believe that any relevant IP issues will be identified and delivered against through the Masterplanning process.

Confidential Minute 9 - Item 8.3 - Attachment A - Distributed Separately







# ADELAIDE FOOTBALL CLUB IN THE COMMUNITY

ANDREW FAGAN



## A NOTE FROM THE CEO//

The Adelaide Football Club is most well known for the performances of its AFL and in more recent times, its AFLW teams. Since 1991, the fanbase of the Club has grown into one of the largest in Australian sport and it is an important part of the economic, social and cultural fabric of South Australia.

However, despite the profile of our professional teams, we are just as proud of our role in building stronger communities. We have a wide range of programs delivered to 80,000 children throughout the State each year and we have a strong vision to continue to grow them.

In addition to this, we also operate the Crows Children's Foundation. The Foundation's key charter is to raise and distribute funds for children in need across Australia, through health, education and welfare programs. Since its inception in 2005 it has invested close to \$2 million into a variety of causes helping improve the lives of thousands of sick and disadvantaged children.

On the following pages, we have provided a brief overview of some of our programs. Whilst this is not in any way an exhaustive list it should serve to improve your awareness of the breadth of community activity that is a core part of the Club's activities.



**Andrew Fagan**  
Chief Executive Officer





## GROWING WITH GRATITUDE//

Growing with Gratitude is an AFC program that engages with over 50,000 young children and students each year, teaching them the fundamental skills of gratitude, kindness, empathy, mindfulness and serving others, resulting in greater resilience and happiness. The program teaches children to overcome adversity and challenges.





## FEMALE FOOTBALL PROGRAMS//

As a significant supporter of female football in South Australia, the AFC implements initiatives to promote participation across all age groups, creating a path for talented young female athletes with the opportunity to pursue their dream to play for the Crows in the AFLW.





## NEXT GENERATION ACADEMIES//

The Crows Next Generation Academies strive to increase the attraction, retention and development of all talented players (both male and female) to improve the longterm growth of the game. A key objective is to increase the talent pool of Indigenous and Multicultural players who are significantly under-represented in the AFL comparative to the population. The primary function of the Academies is to provide a Club based talent program to all children, and has great reach across many aspects of the football and community landscape.





## MULTICULTURAL PROGRAMS//

The AFC programs help to educate multicultural communities about the game and skills of AFL, which promotes positive social inclusion and supports the transition into the local community and Australian lifestyle.



## INDIGENOUS PROGRAMS//

The AFC is committed to engaging and empowering Indigenous youth, through the promotion of positive health and wellbeing outcomes. The McLeod Centre of Excellence lead by Club legend Andrew McLeod and wife Rachael, delivers programs that work closely with students, families and schools throughout each stage of their high school education to inspire, motivate and empower youth to achieve their potential.





## CROWS FOUNDATION//

The Foundation's key charter is to raise and distribute funds for children in need across Australia, through health, education and welfare programs.





## STEMFOOTY //

The STEMfooty program is designed to address the significant growth in STEM-related jobs and the continued decline in student engagement – both at school and university level – in STEM subjects, helping to put South Australia at the forefront of delivering pioneering STEM education.





## AFC AND THE COMMUNITY//

AFC delivers events and programs that provide members, fans and the community the opportunity to engage with the Club and its players in ways that are memorable and truly special.





WE FLY AS ONE



# **Evaluation Report**

## **Unsolicited Proposal**

### **Sport and Community Centre**

### **City of Adelaide**

**Date:** February 2019

**Prepared by:** Brett Kahland

**Reviewed by:** Sean Keenihan

**Approved by:** Tom McCready, Daniel Bennett and Rudi Deco



## 1. Background

On 25 July 2017 Council adopted the City of Adelaide Unsolicited Proposals guideline (**Guideline**) to formalise its approach to the receipt and assessment of unsolicited proposals. Based upon the Local Government Association model, this framework aims to give confidence to innovators, entrepreneurs, investors and the community that the proposals they submit will be considered in a consistent, transparent and lawful manner to deliver the highest standards of public value. At the same time, this approach will ensure that the intellectual property and best interests of the proponents are protected.

On 19 February 2019, the City of Adelaide (CoA) received an unsolicited proposal from Adelaide Football Club (**Proponent**) in relation to the development of a sports and community facility based at Denise Norton Park / Pardipardinyilla (Park 2), the current site of the Adelaide Aquatic Centre (**Proposal**) – refer Attachment A.

## 2. Evaluation Process

The Guideline provides for the receipt of initial proposals that contain details of how an idea addresses the criteria (refer to Attachment B for process overview).

### 2.1 Pre-lodgement meeting

The Guideline provides for an optional pre-submission meeting. The purpose of this non-compulsory pre-lodgement meeting is to assist the proponent to identify whether their proposal has the attributes which may potentially meet the criteria, prior to committing resources to the development of the proposal. The pre-lodgement meeting is an opportunity for the proponent to understand how the proposal or idea should address the Guideline criteria.

The content of pre-lodgement meeting discussions remains confidential. Regardless of the nature and extent of feedback provided by the CoA in the pre-lodgement meeting, any decision to proceed with submitting a formal proposal remains solely at the Proponent's discretion, cost and risk.

On 11 February 2019 (2:30pm) a pre-lodgement meeting was held at CoA offices as set out below.

In attendance:

- Steve Mathewson (CoA)
- Brett Kahland (CoA)
- Andrew Fagan (AFC)
- David Cooke (City Collective)

Approx. time 45 minutes.

At the meeting CoA provided feedback on a draft proposal provided by AFC with reference to the Guideline's assessment criteria. Discussion focussed on the 'uniqueness' criteria and the type of information and detail required in a written submission for the CoA to assess any proposal against this criterion. The other assessment criteria were also discussed including consideration of addressing how the proposal sits with respect to appropriate reference material (e.g. Council's Strategic Plan 2016-2020 and the Adelaide Park Lands Management Strategy). At the pre-lodgement meeting, the opportunity was also taken to run through the CoA unsolicited proposal process and decision-making steps to assist understanding timeframes.

## 2.2 Steering Committee

CoA established a Steering Committee responsible for the assessment of the Proposal. The Steering Committee evaluated and provided specific advice and recommendations.

The Steering Committee comprised of:

Committee Chair Name	Position Title	Organisation
Sean Keenihan	Chair	Norman Waterhouse Lawyers
Committee Member Name	Position Title	Organisation
Daniel Bennett	Associate Director Strategy and Design	Corporation of the City of Adelaide
Tom McCready	Associate Director Strategic Property	Corporation of the City of Adelaide
Rudi Deco	Manager Governance	Corporation of the City of Adelaide

The Steering Committee was supported in its work by Brett Kahland, Consultant Legal Services, Corporation of the City of Adelaide.

## 2.3 Application Lodgement and No Conflicts of Interests

On receipt of the Proposal the Consultant Legal Services undertook a compliance check on the Proposal to:

- determine if sufficient information was provided; and
- determine whether the proposal met the compliance criteria for it to be considered under the Guideline.

The Consultant Legal Services validated that the Proposal was correctly lodged electronically via CoA's website and in accordance with the terms and conditions of the Guideline. Additionally, all required information was provided to enable the Steering Committee to consider the Proposal.

The Committee Chair and Committee Members all declared no conflicts of interest in accordance with the Evaluation and Probity Plan prior to receipt of the Proposal.

## 2.4 Evaluation Criteria

The Proposal was evaluated in accordance with the assessment criteria published in the Guideline (summarised following).

Evaluation Criteria	Notes
No competing proposals	If the proponent is aware of any existing proposal or procurement process currently under consideration by the Council or under active consideration by another proponent, then the proponent should clearly demonstrate how their proposal is distinct from these other proposals.



Community need/Council priority	<p>The proponent should demonstrate how its proposal:</p> <ul style="list-style-type: none"> <li>• promotes the Council's role and functions</li> <li>• is broadly consistent with the Council's objectives outlined in its Strategic Plan</li> <li>• provides an economic, social, cultural or environmental outcome for the Council</li> </ul>
Value for money	<p>The proponent should provide information that demonstrates how its proposal represents value for money for the Council, such as:</p> <ul style="list-style-type: none"> <li>• financial benefits</li> <li>• economic benefits</li> <li>• community benefits</li> </ul>
Uniqueness	<p>The proponent should provide information that demonstrates that its proposal is unique. This may be demonstrated by showing that:</p> <ul style="list-style-type: none"> <li>• the proposal cannot be readily delivered by competitors at all or within the timeframes proposed by the proponent</li> <li>• the proponent owns something that would limit other parties from being able to deliver the proposal (for example, Intellectual Property, strategic landholdings)</li> <li>• the proponent has unique finance arrangements that enable it to deliver the proposal where other parties would not be able to</li> <li>• the proponent has a genuinely innovative idea</li> <li>• a combination of factors which may not stand alone as being unique but which together create a unique proposal</li> </ul>
Capacity and capability of proponent	<p>Proponents should provide information that demonstrates that it has the capacity and capability to deliver the proposal. Proponents should provide:</p> <ul style="list-style-type: none"> <li>• a description of their organisation or consortium</li> <li>• details of previous experience in delivering similar projects</li> <li>• details of past performance on similar projects</li> </ul>

	<ul style="list-style-type: none"> <li>• details of relevant experience in prior dealings with the Council or another council</li> <li>• details of its skills, experience and competencies to deliver the project</li> <li>• details of any third parties that would be proposed to be involved in the delivery of the project</li> </ul>
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## 2.5 Evaluation of Submissions & Rankings

The Steering Committee convened on 20 February 2019, to receive, review and assess the Proposal. The Committee Members were provided an overview of the unsolicited proposal process and the Evaluation and Probity Plan by the Chair. Committee Members independently reviewed and assessed the Proposal. The Chair did not score the Proposal against assessment criteria but rather moderated the discussion around assessment and scoring among the other Committee Members.

After independently examining and scoring the Proposal against the assessment criteria, the Steering Committee proceeded to collectively discuss scoring of each assessment criteria on a pass/fail basis.

Note: the evaluation was conducted based on available information and for the purposes of making a recommendation as to whether the Proposal should proceed beyond Stage 1. If the Proposal is to proceed beyond Stage 1 then considerable work will be required by CoA to seek further and more detailed information, and validate the submissions made by, the Proponent in the Proposal.

## 2.6 Collective Evaluation Comments

### *No Competing Proposals*

The Steering Committee scored Pass.

The Proponent did not identify any existing procurement process underway or competing proposal under active consideration by another proponent. The Steering Committee was unaware of any recent formal unsolicited proposals or third-party interest.

It was noted incidentally that the CoA is currently exploring options to deliver upgrades to portions of Park 2, as part of an existing funding deed with the State Government.

### *Community need/Council priority*

The Steering Committee scored Pass.

The Proposal demonstrated alignment to the City of Adelaide 2016-2020 Strategic Plan.

Smart:

Support economic growth – catalyst for improved vitality of O'Connell Street Precinct

Support review of the Adelaide Aquatic Centre to determine the best management models – proposal aims to provide operational efficiency and greater value for money through enhanced effectiveness.



Liveable:

Create a world class sporting and community infrastructure incorporating universal access

Seek to activate Park 2 to enable increased use and safety

The proposal demonstrated alignment with community objectives. The Steering Committee noted the Proponent's existing community programs including the Growing with Gratitude primary school program (engages with over 50,000 students each year), multicultural and indigenous programs, etc. The Proponent identified that a city base will further the club's ability to build upon its community programs:

*"Enhance delivery of a range of important community programs to thousands of South Australian children and other community groups."*

The revitalised facility aims to provide increase amenity and public safety. The new facility also aims to integrate a range of aquatic, recreation and educations services.

The Steering Committee considered social and community need and formed the view that the proposal demonstrated alignment with this criterion.

#### *Value for Money*

The Steering Committee scored Pass.

The Steering Committee noted that the proposed financing arrangements and operating model are still underdeveloped. The Proponent aims to work with CoA to deliver a facility that would provide mutual benefits. The Proponent has identified in-principle commitments of financial support from multiple funding sources including State and Federal Government. The Proponent is not currently seeking any financial or in-kind commitments from CoA.

The Steering Committee also noted the community value of a new facility with public access and improved recreational outcomes.

The Steering Committee identified that there is appears to be a genuine value for money proposition to be explored and scored a Pass for this criterion.

#### *Uniqueness*

The Steering Committee scored Pass.

The Steering Committee identified that the ability to finance a new high quality sports and community (including aquatic) facility to be shared with CoA and the community is likely unique on the basis very few organisations would be able to source and contribute capital to deliver the project on such terms. The Proponent has identified approximately \$60million in capital is required to deliver a new facility. It is unlikely any competitors or other organisations would have the capacity of the Proponent to raise funds from multiple funding sources (in particular State and Federal Governments in the near term) to invest in this kind of project while still ensuring the same level of community value for CoA from the facility.

The Steering Committee also noted the uniqueness of the Proponent's brand and its alignment with CoA's brand. The Proponent has 720,000 fans with a strong legacy of community as well as deep

rooted identify with the premier sporting code in Australia. Very few (if any) sporting clubs possess such a strong local identity as the Proponent. Additionally, the brand has positive association with many members of the community and a strong a connection with people. Added together these characteristics of the Proponent are distinctive and difficult for another party to match.

The Steering Committee considered that the Proposal is unique in its ability to assemble multiple stakeholders to deliver positive outcomes for both the Proponent's interests, the CoA (e.g. obviating existing asset capital and operating cost burdens) and the community.

The Steering Committee considered that even where individual aspects of the project may not be in and of themselves unique, the combination of factors demonstrated in the Proposal together create a unique proposal.

The Steering Committee formed the consensus view that on balance the Proposal satisfies the uniqueness criteria. The Steering Committee also formed the view – on a preliminary basis – that were CoA to approach the broader market, it could not secure an equivalent proposal matching the various unique characteristics/elements of the Proponent's Proposal.

### *Capability and Capacity*

The Steering Committee scored Pass.

The Proponent is an established, local, not-for-profit sporting club. The Proponent has demonstrated experience in managing and operating facilities, development of those facilities and project management. The Proponent has identified that it will draw upon external stakeholders to ensure project success. The Proponent has demonstrated ability to support financing a project of this size and complexity.

The Steering Committee concluded that the Proponent scored Pass for this criterion.

Note: To reiterate the abovementioned introductory note contextualising the evaluation commentary, the evaluation was conducted based on available information and for the purposes of making a recommendation as to whether the Proposal should proceed beyond Stage 1. If the Proposal is to proceed beyond Stage 1 then considerable work will be required by CoA to seek further and more detailed information, and validate the submissions made by, the Proponent in the Proposal. This is precisely what is contemplated by the Stage 2 process as described in the Guideline.

## **3. Recommendation**

The Steering Committee recommends that the initial Proposal is suitable for further consideration and should proceed to Stage 2 of the unsolicited proposal process.

Furthermore – as contemplated by the Guideline – as the Proposal involves the Adelaide Park Lands the Council should in due course present the Proposal to the Adelaide Park Lands Authority.

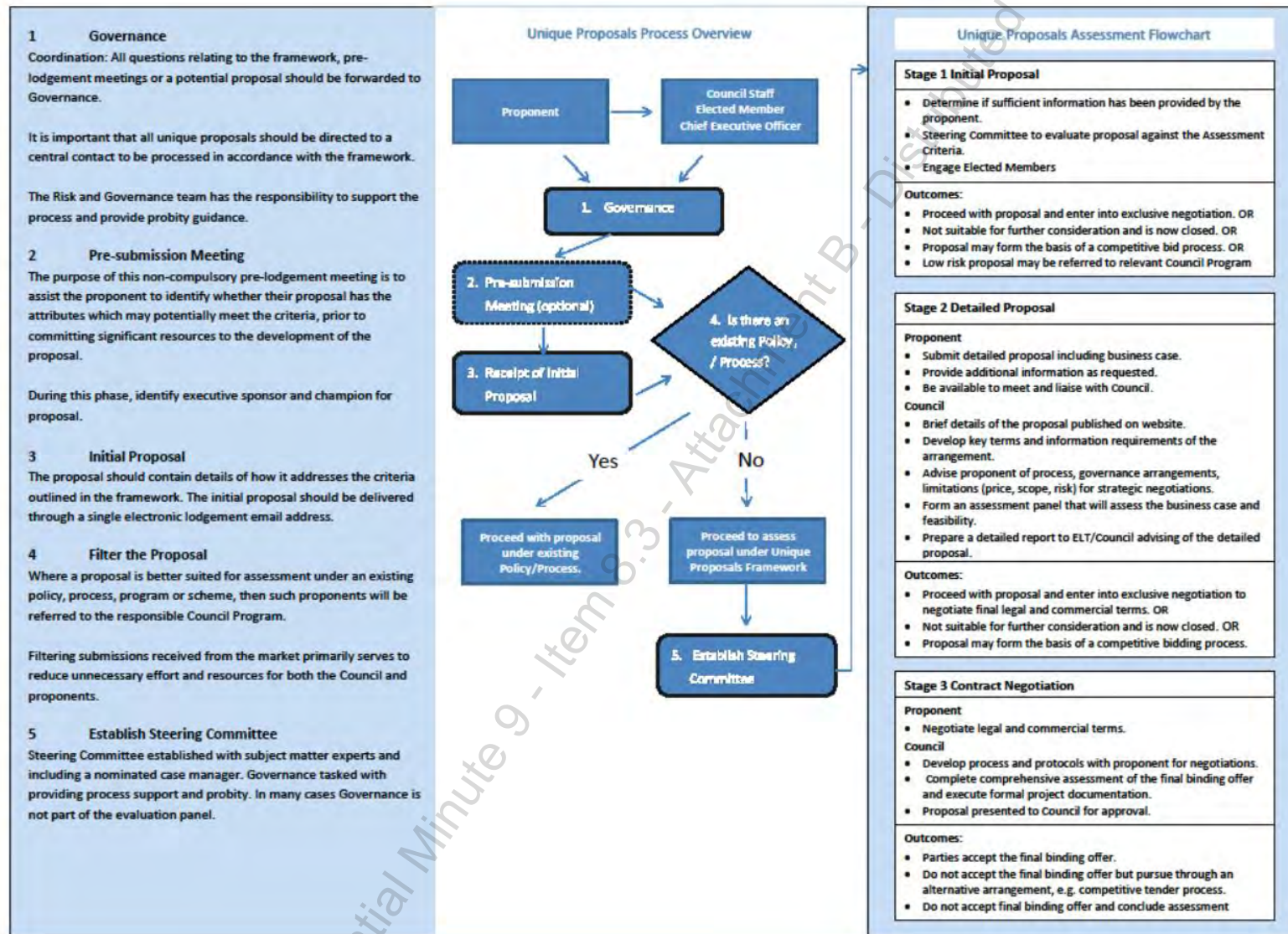
## **4. Next Steps**

This Evaluation Report is to be presented to the Director Services. Following endorsement of the recommendations set out in this report, Administration will prepare a Council Report recommending Council approval to proceed to Stage 2.



**ATTACHMENT A**  
**Proposal (separate electronic document – commercial in confidence)**

## Attachment B





# Strategic Property Matter

## Unsolicited Bid Discussion

5 March 2019  
CONFIDENTIAL

# Unsolicited Proposal Process

CO1584

	Proponent	Council	Outcomes
Pre-Lodgement	<ul style="list-style-type: none"> <li>Review website; and</li> <li>Request a pre-lodgement meeting (optional)</li> </ul>	<ul style="list-style-type: none"> <li>Conduct pre-lodgement meeting; and/or</li> <li>Filter proposal according to likely outcome</li> </ul>	<ul style="list-style-type: none"> <li>Refer proposal to existing program or scheme; <b>or</b></li> <li>Recommend proposal for lodgement; <b>or</b></li> <li>Recommend proposal unlikely to proceed</li> </ul>
Stage 1 Initial Proposal	<ul style="list-style-type: none"> <li>Submit proposal; and</li> <li>Provide additional information as requested</li> </ul>	<ul style="list-style-type: none"> <li>Form a steering committee;</li> <li>Assess whether the proposal meets the criteria; and</li> <li>Prepare a report for Council consideration (if required)</li> </ul>	<ul style="list-style-type: none"> <li>Proposal not suitable for further consideration;</li> <li>Refer proposal to existing program or scheme; <b>or</b></li> <li>Proposal may form basis for competitive bidding process; <b>or</b></li> <li>Proposal proceeds to Stage 2</li> </ul>
Stage 2 Detailed Proposal	<ul style="list-style-type: none"> <li>Submit a detailed proposal;</li> <li>Provide additional information as requested; and</li> <li>Attend meetings as requested</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate meetings, information gathering, etc.; and</li> <li>Prepare a detailed report for Council consideration</li> </ul>	<ul style="list-style-type: none"> <li>Proposal not suitable for further consideration; <b>or</b></li> <li>Proposal may form basis for competitive bidding process; <b>or</b></li> <li>Proposal proceeds to Stage 3</li> </ul>
Stage 3 Contract Negotiation	<ul style="list-style-type: none"> <li>Negotiate contract terms</li> </ul>	<ul style="list-style-type: none"> <li>Negotiate contract terms; and</li> <li>Obtain Council approval to enter into contract</li> </ul>	<ul style="list-style-type: none"> <li>Proceed with proposal (with any required variations); <b>or</b></li> <li>Pursue proposal through alternative process; <b>or</b></li> <li>Not agree to terms and end unsolicited proposal process</li> </ul>



# Summary Steering Committee Assessment

CO1584

## Community need/ Government priority:

The Steering Committee noted that the revitalised facility aims to *provide increased services, amenity, economic uplift and public safety.*

## No competing proposals:

The Steering Committee was *unaware of any recent formal unsolicited proposals* or third-party interest.

## Value for Money:

The Steering Committee identified that there is appears to be a *genuine value for money proposition* to be explored.

## Capacity and Capability:

The proponent is an established, local, not-for-profit sporting club. The proponent has *demonstrated experience* in managing and operating facilities, development of those facilities and project management.

## Demonstrating Uniqueness:

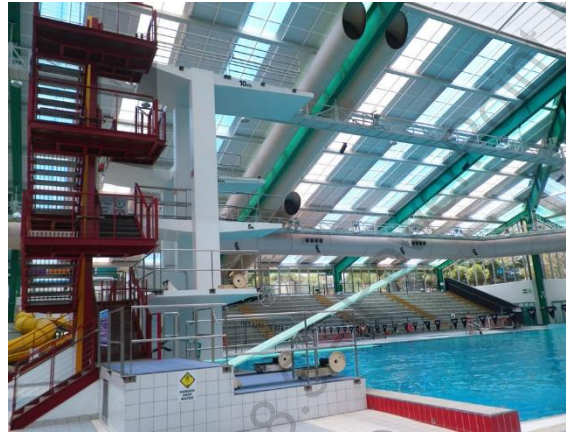
The Steering Committee identified that the *ability to finance a new high quality sports and community* (including aquatic) facility to be shared with CoA and the community *is likely unique.*

# Current site & service offering

## Swimming Pools



Main Pool 50m x 8 lane (or 2 x 25m)



Dive Pool 33m - 5m depth



Dive Tower 10m – Closed Since late 2016



Leisure Pool & Children's Play Area  
The Committee Meeting - Minutes - 5 March 2019



Leisure Pool & Slides



# Asset Management Strategy

- Dive Tower & Platform
- Dive Pool
- Dive Pool Terraces
- Central Return Water Pipe
- 50m Pool Separating Boom
- Spa, Sauna & Steam Room
- Panel Lift Doors
- Car Park & Entry Path
- Fitness Centre & Gym Equipment

# Asset Management Strategy

CO1584

- Current Asset Management Strategy for Centre is 'Risk Based'.
- 4 key areas, each with varying intervention options:
  - Dive Tower
  - Dive Pool
  - Terrace Stands
  - Potential water leaks

## Key Points

- Based on independent analysis by Structural Engineers there are no water leaks
- Based on independent analysis by Structural Engineers there is no immediate need to close Centre
- Industrial issues and staff welfare
- Investment funding
- Business continuity and commercial implications
- List of options for renewal each with businesses cases informed by risk profiles and community consultation will be brought to Council for consideration.

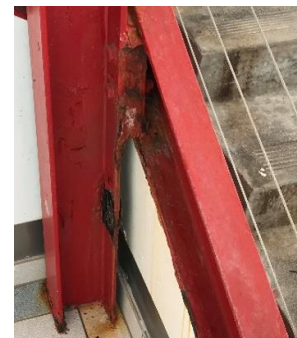
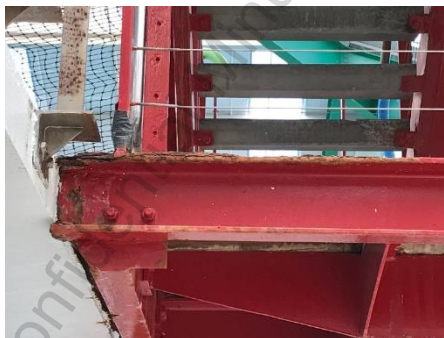


Confidential Minute 9 - Item 8.3 - PowerPoint Presentation

# Dive Tower

CO1584

- Dive Tower was completely closed to the public and has not been operational since November 2016.
- Ongoing deterioration of tower and platform structure due to age and exposure to poolside environment necessitated permanent closure.
- Dive Tower has remained 'in situ' while a longer term solution is determined.
- GHD currently preparing a cost estimate for the full removal and remediation of the dive tower and dive platforms.
- Visual amenity of the tower is not ideal at this time as the cost to remove the entire tower and remediate the area adjacent the dive tower is significant and currently not in budget.
- Estimated Cost to remove Dive Tower and remediate footprint is circa \$250K + potential revenue loss due to closure for works



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# Dive Platform



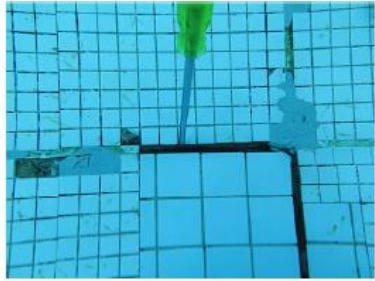
- 3 meter dive platform concrete cracking/spalling
- Asset Management team (in conjunction with GHD Engineers) has now been put in place a program of works for the dive tower and platforms to have quarterly risk management inspections.
- GHD currently preparing a cost estimate for the full removal and remediation of the dive tower and dive platform.



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# Dive Pool



Missing, damaged and falling tiling have been an ongoing problem for the dive pool and there have been numerous repairs.



The expansion joints are missing many meters of caulking.



Void in the wall at the waterline where leak was detected. Water flowing from the pool into the gutter. (possible water loss)



There are broken diffusers missing covers, that are safety hazard for swimmers.

- Visual amenity of the dive pool (tiles missing and cracked etc.) is poor and there have been some incidents of swimmers cutting their feet on broken tiles.

- GHD engineers engaged and provided Report on dive pool condition in December 2018.
- Professional diver to undertake a detailed underwater visual condition assessment inspection and leak testing of the dive pool shell and found:
  - Pool tiling in poor condition with numerous areas of missing and/or cracked tiles and several areas of prior unsuccessful localised repairs.
  - Sealant within expansion joints is highly degraded.
  - An apparent drop/step across a central construction joint.
  - No leaks detected from undertaking dye and core testing



# Dive Pool (continued)

In November 2018 - GDH have recommended 3 options to remediate the Dive Pool:

## Option 1

- Retain current dive pool / immediate maintenance activities / ongoing reactive maintenance

## Option 2

- Remove dive pool / new shallow pool / refurbish surrounding concourse

## Option 2A

- Remove dive pool / new shallow pool / refurbish surrounding concourse / new children's water Play area.

## Option 3

- Remove dive pool and replace with hardstand floor area

Estimated Cost to remove refurbish the Dive Pool between Option's 1 and 3 is circa \$1.0m to \$2.3m

# Terraces

CO1584

- The Dive Pool has terrace stands on the eastern and southern sides of the dive pool for spectators.
- In July 2016 GHD undertook an engineering investigation report on the terrace stands and recommended “that the eastern terrace be appropriately cordoned off to prohibit access until a temporary prop (strut support) are placed adjacent each of the end span supports within the store room below”.
- Since 2016 the condition of the eastern terrace has continued to deteriorate, showing increased concrete cracking/spalling and rust.
- The condition of the stand has now become critical and the eastern stand is now closed to prevent access.
- Ongoing quarterly risk assessment and engineering inspections



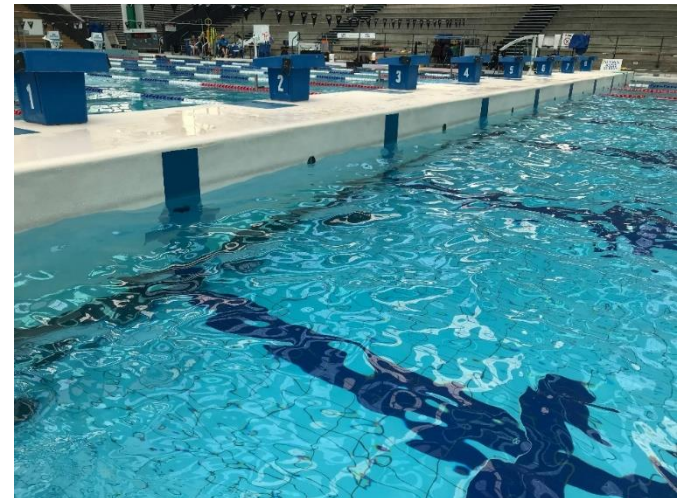
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# 50m Pool Separating Boom

- The 50m pool has a separating boom (to alter pool configuration into 2 x 25m pools).
- Was installed in circa 1985, is made of fibreglass and operates under manual hydraulics to move up and down the pool.
- Underwent a major refurbishment 20 years ago and is now showing signs of delamination in the fiberglass and reliability issues with the hydraulic systems.
- The separating boom is an important asset to separate the pool to facilitate greater patronage on busy days and to shorten the length of the pool for school swim carnivals and pool therapy.
- Estimated Cost to replace the Separating Boom is circa \$500K



# Spa, Sauna, Steam Room

- The Spa, Sauna and Steam room facilities were installed during the 1990 facilities works.
- Minimal expenditure has been spent on these facilities since installed and they are approaching 30yrs in age and past their useful life and looking tired and worn.
- The facilities are very popular with casual visitors and gym members.
- These facilities have been source reports of antisocial and inappropriate behaviour.
- The location of the facilities being adjacent the children's leisure area is a significant child welfare risk and a design fault that is monitored closely by aquatic centre staff.
- Estimated Cost to remove, remediate and modify this area is circa \$150K





# Panel Lift Doors

- Adjacent 50m pool and Leisure Pool are manual glass panel lift doors (similar to garage doors) for ventilation, improve A/C efficiency during summer months and courtyard access.
- The panel lift doors are believed to have been fitted when the roof was installed in 1985
- The doors are rusting and in need of replacement. Due to their age, condition difficulty to operate they are WHS risk for operator injury.
- There are 16 (6 large and 10 small) panel lift doors with an estimated cost to replace being circa \$350K



# Car Park & Entry Pathways



- The car park area accommodates 249 vehicles and 10 handicap
- Repair pathways, pavers, trip hazards
- Changes to upgrade carpark and paths to Australian Standards
- Regular accidents in carpark due to design and regular feedback from visitors on size of parks and safety at night.
- Urgent repairs required to resurface roadways, bollards, line marking, handicap parking provisions, improve lighting, garden beds, signage and visual amenity.
- Used by 'park and ride' city workers, opportunity to invest in ticketed parking.
- Estimated Cost to upgrade being circa \$1.5M





