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Executive Summary

THE CHALLENGES

The objective of these guidelines is to provide a platform for improved planning and decision making that will ultimately provide South Australians with better places to play sport and encourage people to participate.

The overriding issue for sport and all levels of government is the ability to continue to provide and maintain major sport and recreation facilities to the level required by the community and sporting organisations.

Currently there exists a number of key challenges faced in South Australia for providing sports infrastructure, including:

• FACILITIES ARE AGEING - and in need of major redevelopment or in some cases replacement to remain fit-for-purpose, affordable and sustainable to operate and maintain.

• INEFFICIENT PROVISION AND DUPLICATION – traditionally Councils and communities have focused on providing facilities within their respective Council areas, which has been a contributing factor to the duplication of facilities and services within regions.

• INCREASING EXPECTATIONS - increasing pressure from sporting bodies and the general community on Councils to provide higher-standard facilities.

• PRESSURE ON OPEN SPACE - increasing pressure on open space due to an ever increasing demand for housing supply close to population and activity centres.

• INCREASING BUDGET PRESSURES - becoming increasingly more competitive and difficult to raise the capital required to deliver new infrastructure.

Given there is limited sources of revenue and many other social, environmental and financial responsibilities it is difficult to balance these competing demands when planning for sports facilities.

What is required is a totally new and holistic approach to the provision, management and resourcing of regional facilities that is strategic, sustainable and supported by all stakeholders. To create infrastructure of the future we need to look beyond municipal boundaries and find better ways to collaboratively plan, deliver and manage a strategic spread of recreation and sport facilities.
The following eight critical steps have been identified to support the successful delivery of regional facilities.

1. Project Readiness Criteria
2. Governance
3. Strategic Intent
4. Understanding and Meeting Needs
5. Partnerships
6. Design
7. Cost and Funding Sources
8. Management

On the pages that follow these guidelines provide a number of key enablers that relate to each of the eight critical steps intended to support government, sport and regional stakeholders to appropriately scope, plan, design, budget and deliver a network of quality and sustainable regional level recreation and sports facilities.
Introduction

Local Government is the major provider of recreation and sport facilities in South Australia. For the most part, Local Councils plan for, and manage their facilities on an individual council basis. However, there is a growing need for Councils to work more collaboratively together and with other key stakeholders including State Government and State Sporting Organisations to ensure that sporting groups and local communities have access to well-planned and located facilities that are fit for purpose, sustainable and meet the needs of users.

These Guidelines have been produced as part of a suite of resources developed and produced for Local Government by the Local Government Recreation Forum. The Guidelines are an outcome of an Issues and Directions Paper for Local and Regional Sport and Recreation Facilities – ‘A Time for Fundamental Change’, produced in 2009.

In addition to identifying the need for these industry resources to address a range of challenges, A Time for Fundamental Change highlighted that many Local Councils have created more assets than they can sustain and are now grappling with ageing facilities and inefficient provision. Compounding the asset situation was a concern that it was becoming increasingly difficult to raise the capital required to deliver new infrastructure.

A number of strategic responses to these challenges were recommended:

**ASSET MANAGEMENT:** Develop policy and guidelines that guide the appropriate provision of sport and recreation facilities and ongoing asset management.

**PLANNING:** Undertake strategic planning that achieves a spread of multi-functional and regional facilities across the State and determines the appropriate provision of local facilities.

**FUNDING:** Provide appropriate funding to enable implementation of planning and strategic asset management.

**PARTNERSHIPS:** Establish strong partnerships between local government and other levels of government, state bodies and other stakeholders to collectively achieve desired outcomes.

The development of the *South Australian Regional Level Recreation and Sport Facility Planning Guidelines* was identified as being a fundamental step in the implementation of the above recommendations.

The Guidelines provide the key planning principles for the planning and provision of Regional Level recreation and sport facilities.

Other resources developed and produced by the Local Government Recreation Forum include the following, which can be located via www.lga.sa.gov.au:

- Policy Research and Directions for Sustainable Recreation and Sport Facilities (2011)
- Shared use of School Facilities Policy Guide (2011)

Copies of these can be downloaded from the Local Government Association of South Australia website at www.lga.sa.gov.au
Why we need guidelines

Across South Australia, sport, government, community, education and commercial sector stakeholders are collectively responsible for providing opportunities for residents and visitors to participate in and enjoy recreation and sport.

Participation is vital to the health and well-being of people and the levels of social connectivity and economic benefit of the local communities in which we live, work and visit. Providing the right level of support, user experience and venue amenity is a major influencing factor to whether people participate once, twice or for life.

There is diversity in the range of recreation and sport facilities currently provided across South Australia. However, there is increasing pressure on facility owners to ensure that these facilities continue to meet and evolve with user and community expectations, while remaining affordable and sustainable to operate and maintain.

In trying to identify the greatest areas of impact that stakeholders can have in supporting greater levels of participation in a mix of quality facilities, the Local Government Recreation Forum, the Local Government Association of South Australia and the Office for Recreation and Sport have identified a need for a sustainable network of Regional Level recreation and sports facilities that meet the needs of stakeholders and communities.

Initial research conducted as part of this project tells us that there are over 300 Regional Level recreation and sports facilities across South Australia.

Sport and government stakeholders tell us that many are ageing, or no longer meet the standards required or the changing needs of local and regional communities.

There is now a gap emerging in meeting provision and quality expectations and it is the industry’s collective responsibility to build on and improve the existing network of Regional Level facilities, plan better for the future and communicate to the industry and stakeholders what we believe contributes to delivering successful and sustainable projects and infrastructure.

In doing this, four fundamental objectives have been identified that set the foundation for these Guidelines:

- the need for more collaborative planning;
- quality research and sharing of information to inform better decision making;
- strategically targeted resources, and
- design and management practices that ensure sustainable facilities and operations.

The guiding principles that underpin these objectives have been identified on page 10.

These Guidelines bring fresh thinking to the planning, provision and delivery of regional facilities in a way that sport, government and community stakeholders can all benefit.

They also allow the industry to make a positive contribution towards the alignment of stakeholder objectives for a common purpose and vision, and encourage stakeholders to identify priorities that focus on increasing participation, make a contribution to regional and economic growth and deliver sustainable assets that are well used by all South Australians and our visitors.

TO ACHIEVE THE GREATEST RANGE OF BENEFITS FOR LOCAL AND REGIONAL COMMUNITIES IT IS OBVIOUS THAT WE NEED TO PLAN BETTER, CREATE MORE FLEXIBLE FACILITY ENVIRONMENTS AND MANAGE OUR ASSETS IN A RESPONSIBLE AND SUSTAINABLE WAY – THIS INCLUDES COLLECTIVE AND ONGOING INVESTMENT FROM ALL STAKEHOLDERS.
Acknowledgements

The production of these Guidelines has been a collaborative effort of a number of partner organisations including the Local Government Recreation Forum, Local Government Association of South Australia and the Office for Recreation and Sport.

Project funding has been provided by the Local Government Association through the Local Government Research and Development Scheme and by the Office for Recreation and Sport through the Community Recreation and Sport Facilities Program.

The Project Control Group wish to extend its appreciation to all industry stakeholders, Local Government Authorities and State and National Sporting Organisations and their representatives for participating in consultation activities and providing valuable input into the Guideline content.

Input, advice and guidance has also been provided by a dedicated Project Control Group including the following representatives:

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Project Chair  
GM Urban Planning & Leisure Services  
Campbelltown City Council  
Board Member Parks and Leisure Australia

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Community Facilities Planner  
City of Marion and Chair of the SA Local Government Recreation Forum

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Local Government Association of South Australia

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Office for Recreation and Sport, Department of Planning, Transport & Infrastructure

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Senior Project Officer, Recreation and Sport Planning  
Office for Recreation and Sport, Department of Planning, Transport & Infrastructure

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City of Onkaparinga

**Michelle Bell**  
Building and Recreation Manager  
Mount Barker District Council

**Kevin Heyndyk**  
Team Leader Youth, Sport and Recreation  
Rural City of Murray Bridge.
In South Australia there is significant pressure from sporting bodies and the general community on Local and State Government to provide new and improved infrastructure to support involvement in physical activity through recreation and sport.

In addition there is pressure on open space due to an ever increasing demand for housing supply close to population and activity centres. As a result, there is a need to strategically plan for and provide recreation and sport facilities to enable provision of these services at the right time, in the right location and for a diverse market.

Regional Level facilities provide a more sustainable direction for developing recreation and sport facilities. There are economic efficiencies through co-locating sports and other activities, they provide the opportunity for sharing of facilities and administration and help to maximise stakeholder return on investment through shared overheads and financial contributions. When planned in a coordinated manner, they assist all local stakeholders to avoid the duplication of facilities where catchment areas and service markets overlap.

Across Australia, all levels of government and sports are turning towards the regionalisation of services and planning and prioritising investment into regionally significant projects that produce a broad range of community benefits. Within the recreation and sport sector, many States have well established regional networks and governance structures that support regional planning and facility investment.

These structures are also well supported through State Government funding programs targeted to regional organisations of councils and multiple council area planning.

When designed for their core purpose with flexibility built in, Regional Level facilities have the capacity to deliver participation, competition and community activities and offer opportunities for expansion (through permanent or temporary measures) to accommodate higher level sports participation, competitions and events that drive economic and promotional benefits for their local communities.

Regional Level facilities have greater capacity to assist industry partners to arrest the decline in the quality of South Australia’s recreation and sport facilities at the community level due to ageing assets. Targeted improvement to meet increasing community expectations and sport requirements, as well as mandatory statutory standards can be collectively provided at the Regional Level, allowing investment to reach a greater number of users.

Prioritisation of investment and support is reaching a critical point. Targeted resourcing into Regional Level facilities is one of many approaches that stakeholders are implementing to ensure that the broadest range of recreation, sport and community activities can continue to be delivered to the highest standard in all regions, within the best facilities available.

Under the Regional Level facility concept it may not be necessary to physically build completely new assets to meet demand. Enhancing or expanding current facilities to enable a regional facility model to be achieved is also a focus and may have the added benefit of an already established user base, community support and effective management model in place.
Key government stakeholder responsibilities

In adopting collaborative approaches to the planning, provision, development and funding of Regional Level recreation and sport facilities, it is important to clarify the roles and responsibilities of key stakeholders in the process.

**STATE GOVERNMENT**

The Office for Recreation and Sport (ORS) is the lead agency for the State Government for sport and active recreation. Through ORS, the State Government supports sport and recreation organisations and local government through facility planning and development advice and government funding to deliver sustainable, inclusive, functional and fit for purpose active recreation and sport facilities that meet the current and future needs of the South Australian community.

**FEDERAL GOVERNMENT**

The Federal Government plays a critical role in project funding and general support for Regional Level projects and development across South Australia. Engagement via Regional Development Australia (RDA) will be central to meeting broader government objectives and aligning projects with wider regional priorities.

**LOCAL GOVERNMENT**

As the primary provider of Regional Level sporting facilities, councils have a leadership role in advocating for a more collaborative and coordinated approach to the planning, funding, development and on-going operation of facilities.

This includes, working with key stakeholders to identify and understand the current and future demand for facilities to ensure that communities have access to the widest range of appropriate, sustainable and quality sporting opportunities possible.

Councils also have a responsibility for managing facilities post development, including their financial oversight, asset condition, promotion and event / user attraction are also critical functions of Local Government to ensure they deliver sustainability for the largely volunteer driven community.
Key non-government stakeholder responsibilities

STATE AND NATIONAL SPORTING ORGANISATIONS

State and National Sporting Organisations are responsible for setting policy and strategic directions as they relate to their sport. They play a key role in ensuring local and regional needs can align with stakeholder objectives (particularly land owners and facility providers/managers) and in generating regional project leadership, advocacy and funding. In the case of larger organisations (where greater capacity exists), sporting organisations can also provide technical support and advice, as well as project management functions.

All sports also have a growing obligation to produce accurate participation and project benefit information to support business cases, planning submissions and to clearly articulate the sport and community opportunities available.

They also have a pivotal role in facilitating collaboration between local communities, clubs, and associations, other sporting organisations (where shared outcomes can be achieved) and with Local and State Government.

COMMERCIAL SECTOR

The commercial sector already plays a key role in managing Regional Level facilities to meet customer, service and sustainability needs. Continued partnership work with Local Government and Sporting Organisations in this area is a key role for commercial groups. The provision of potential funding, sponsorship and initiation of Public Private Partnership arrangements are also key opportunities for both the commercial sector and local communities.

INDUSTRY BODIES

Industry bodies such as Sport SA, Parks and Leisure Australia, Recreation SA all play a role in guiding the discussion around recreation and sport needs, and particularly regarding stakeholder collaboration and coordination. As part of their advocacy and support role to their related industry/ies and representatives, the promotion and championing of best practice planning is paramount.

In ensuring long-term sustainability of Regional Level facilities, industry bodies could play an active role in peer support and review of facility plans and projects to ensure they are meeting not only local and regional objectives, but considering the wider industry trends and benefits as well.

LOCAL CLUBS AND ASSOCIATIONS

Local sporting clubs and associations are responsible for scheduling, programming, identifying needs and managing utilisation of venues. They are well placed to initially identify trends and changes in local and regional needs and in raising issues and awareness of growing facility provision and quality gaps.

A structure to enable local clubs, associations and leagues to engage in State Sporting Organisation and Local Government planning processes is essential to achieving successful regional project outcomes. Local capacities do however vary significantly and structured engagement is required.

SCHOOLS AND EDUCATION SECTOR

Schools play a key land owner and provider role and can assist regional scale projects by acting as a key partner in facility planning, providing access to school land and facilities, acting as core user or anchor tenant of a facility or being the lessee and manager of regional facilities.

In all these instances, strong collaboration and partnerships with local government and sporting clubs will be critical to maximising benefit for all users and stakeholders. Greater flexibility in the design and access to school and/or community facilities will lead to greater realisation of shared costs and benefits.
Guiding principles

The results for Regional Level recreation and sport facilities are achieved through a shared vision, strong collaboration, quality data and targeted resourcing. To this end, the following four principles have been identified.

1. WORKING COLLABORATIVELY
   1.1 Government, sport, education, community and commercial sectors will come together to adopt and promote a shared vision for Regional Level recreation and sport infrastructure.
   1.2 Partners will commit to aligning planning processes and objectives to effectively provide, deliver and manage existing and future Regional Level facilities.

2. INFORMATION SHARING
   2.1 Recognise and respond to the unique and changing environments and communities across individual regions.
   2.2 Prioritise the consistent collection and sharing of data that will support the identification of specific local and regional needs.
   2.3 Collectively use and interpret information to promote better decision making around the planning, provision, use, design and management of Regional Level facilities.

3. TARGETED INVESTMENT
   3.1 Provide collective investment towards priority projects.
   3.2 Target stakeholder resources that will grow a sustainable network of Regional Level facilities that promote increased use and benefit to their local and regional communities.

4. PROFESSIONAL APPROACH
   4.1 Adopt a professional approach to planning, design and management functions that focus on understanding the sport and user context.
   4.2 Engage with the sport, commercial and government sectors and ensure customer servicing is a priority.
   4.3 Professional management will support more efficient operations and access, responsible venue management, proactive asset management and renewal of Regional Level facilities.
Regional facility definition

There is no one size fits all definition of a Regional Level recreation and sports facility.

Project partners and stakeholders however all firmly believe that a defined set of parameters within an overall agreed recreation and sporting facility hierarchy is an essential element to managing expectations and achieving a consistent approach to future Regional Level facility development and improvement.

To facilitate this, the following definition has been developed based on input from across the sector:

“A recreation and sport facility (either single purpose or community sporting hub) of Regional Level significance which because of its location and characteristics attracts users from a large council area and/or across multiple council areas and meets the standards required to host major Regional/State level competitions, events and/or training.”

Regional facility attributes

The key attributes that Regional Level sporting facilities ‘have and provide’ include:

Key attributes include:

- Accommodate a range of sport participation activities and outcomes (community, competition, events and high performance).
- Fit for purpose facilities for one or multiple activities.
- Caters for a catchment of one large local council area or multiple areas.
- Offers flexibility of use.
- Delivers high quality amenity, service and management.
South Australia recreation and sport facility hierarchy model

The purpose of creating a hierarchy is to provide a guide for what type of facility will meet the needs of the catchment it serves and to assist in creating an approach to limit facility duplication. The type of facility will inform the partnerships required to make it a successful and sustainable facility, as well as influencing the design, cost and service mix.

A number of industry and sporting standards and associated hierarchy models exist for facility providers and users. The model below provides guidance as to where Regional Level facilities fit within a South Australian recreation and sport facility hierarchy.

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<th>HIERARCHY LEVEL</th>
<th>GENERAL CHARACTERISTICS</th>
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<td><strong>STATE / NATIONAL</strong></td>
<td>Provides for the highest level of sporting competition which may include International events and competitions, National League(s) and associated state and national team and squad training centre(s). Facilities also assist to promote sports and provide community access and pathway opportunities for participants. May also provide a Headquarters for State or National Sporting Organisation administration.</td>
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<tr>
<td><strong>REGIONAL</strong></td>
<td>Integrates competition and recreational forms of participation and provides a broad range of sport and recreation activities and programs for a large number of participants across local and regional geographic catchments, generally beyond a single local council area. Generating usage via sporting events and specialised (for multi-sports) venue or sport specific services is also a core role and function of regional facilities. Regional facilities are best provided at high profile sites in accessible locations with links to transport nodes and/or commercial / community centres and services.</td>
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<tr>
<td><strong>DISTRICT</strong></td>
<td>Provides a focus for Association competition, as well as service a local catchment to provide a mix of recreational, competitive and program formats of participation. Facilities may also provide a primary function as a local finals venue or a central venue that facilitates regular competition for multiple clubs / teams.</td>
</tr>
<tr>
<td><strong>NEIGHBOURHOOD</strong></td>
<td>Generally services the needs of local communities and sporting clubs for home and away fixtures, training activities and for participation programs.</td>
</tr>
<tr>
<td><strong>LOCAL</strong></td>
<td>Small sites on local road networks that provide basic facilities and landscape treatments. Local facility locations are not considered suitable for larger facilities as they are generally provided in residential settings and have limited or constrained function for multiple activities and events.</td>
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REGIONAL LEVEL RECREATION AND SPORT FACILITY GUIDELINES

APRIL 2016
When to use the guidelines

These Guidelines are intended to support government, sport and regional stakeholders to appropriately scope, plan, design, budget and deliver a network of quality and sustainable Regional Level recreation and sports facilities across South Australia’s regions.

Stakeholders involved in the planning, investment, management and operation of Regional Level recreation and sport facilities should refer to the Guidelines when initiating new projects or planning the improvement or redevelopment of existing facilities.

The recommended approaches and references made and examples used are provided as ‘best advice’, and stakeholders should also consider unique local requirements, planning standards, environments and site specific conditions when using the Guidelines to implement initiatives.

A core function of the Guidelines is to educate stakeholders on how to develop quality projects and generate collaborative outcomes regarding Regional Level recreation and sport facilities. A number of great examples already exist to build on and learn from, but improving together will be a measure of future success.

It will be important for these Guidelines to also be read and implemented in conjunction with existing Local, State and Federal Government legislative requirements, policy, planning and funding guidelines, sporting code requirements and associated standards, as well as end-user preferences to ensure Regional Level facilities are maximised for recreation, sport and community use and benefit.

Who are the guidelines important to?

The Guidelines are provided primarily for Local Government Authorities (as the predominant land owner and manager of Regional Level recreation and sports facilities) and State Sporting Organisations (and their members and affiliates as key beneficiaries of venue access and use) who have a shared responsibility for initiating and driving sport and recreation infrastructure development across South Australia.

While Clubs and Associations play a critical role in local facility provision, use and management, the Guidelines are provided to support the provision of Regional Level facilities that seek to provide a broader role within the regional, state and national context.

Other key stakeholders and users of the Guidelines will include industry networks, funding bodies, schools, planners, consultants, developers, venue managers and operators and State Government departments.

Appendix 2 provides a project stakeholder map, with the following pages identifying key stakeholder roles and responsibilities in regional facility provision.
The Guidelines should be used for:

- Helping all stakeholders to understand Local Government Association and State Government strategic directions and positions on supporting the delivery of Regional Level recreation and sport facilities.
- Assisting in the conducting of collaborative planning for Regional Level recreation and sport facilities.
- Understanding the key tools and resources available to stakeholders and regional networks in planning Regional Level recreation and sport facilities.
- Informing Local and State policy, strategy development and planning instruments that relate to Regional Level recreation and sport facilities.
- Understanding the range of stakeholders to be included in project planning and the required levels of engagement to ensure successful projects.
- Understanding the State Government's preferred process of Regional Level recreation and sport facility planning and decision making and associated project readiness criteria to be met.
- Identifying and attracting investment into significant Regional Level recreation and sport facility projects in all regions of South Australia.

The Guidelines include:

The following critical steps have been identified to support the successful delivery of Regional Level facilities. Each critical step has been colour coded to guide readers through the Guidelines step-by-step:

- Phases of development
- Governance
- Strategic intent
- Understanding and meeting needs
- Partnerships
- Design
- Cost and Funding Sources
- Management

A number of key enablers are provided to assist industry partners and stakeholders in their planning, decision making and delivery of Regional Level facilities. Some identified enablers currently exist and are available to stakeholders, while others will require collective stakeholder support and investment to develop over time for all stakeholders to benefit from.
PHASES OF DEVELOPMENT

What phase is your project in?

Regional Level facility projects are all likely to be at different stages of development. All identified projects should be assessed against the project readiness criteria below to determine where it is positioned in the Project Development Lifecycle.

Consistent application of this criteria across all Regional Level projects will assist stakeholders to identify key strategic and stakeholder alignments, highlight benefit realisation and enhancement opportunities, identify new and strengthen existing partnerships and highlight critical financial and budget factors that may impact project progression and viability.

Following a review of this section, you should be able to identify where your project sits in the Project Development Lifecycle and what other steps need to be achieved,

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<thead>
<tr>
<th>PHASE</th>
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<tr>
<td>Confirming it’s a regional project</td>
<td>The project is considered regional if it meets the following broad regional facility project criteria: • Is a recreation and sport facility (either single purpose or community sporting hub) of Regional Level significance which because of its location and characteristics attracts users from a large council area and/ or across multiple council areas and meets the standards required to host major Regional/State level competitions, events and/or training • It provides a range of participation outcomes (community, competitions, events and high performance). • It caters for a broad catchment across multiple local government boundaries. • It delivers flexibility of use, high quality amenity, management and service levels.</td>
</tr>
<tr>
<td>Strategic planning and intent</td>
<td>• Is there evidence of demand for a Regional Level facility identified and documented by at least one LGA (within a Council plan, strategy or capital works program)? • Has the project been identified as a result of a regional planning process involving bordering Councils? • Has the need for a regional facility in the study area been prioritised within a National or State Sporting Organisation endorsed Strategic Plan or Facility Strategy? • Has the project been identified as a priority project in a state government plans (e.g. 30 Year Plan)? • Will the project provide broad health, social, community and economic benefits to the region?</td>
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### Needs / Feasibility assessment

- Has there been a sustained increase in local and regional participation in the relevant sport(s) or activities over the past five years within the proposed study area?
- Has any latent demand for relevant existing or potential new sport(s) or activities been identified through research or documented investigations?
- Do current and future recreation and sport participation projections for the region warrant a Regional Level facility?
- Do population and demographic projections for the region provide a strong participation market and support the development of a Regional Level facility?
- Will the project provide opportunities for multi-use and offer broad participation outcomes for both sport and the community (including opportunities for increased event capacity)?
- Will the project provide a participation pathway from introduction and foundation levels through to high performance?
- What gaps in existing facility or activity provision will the project resolve and what key design elements will be required to meet these needs?
- Has an economic and social benefit analysis been completed for the facility?
- Has project financial viability and sustainability been assessed or peer reviewed by qualified independent parties?

### Partnership opportunities

- Have land owners and potential funding partners or investors been engaged?
- Are local sporting clubs, leagues and associations or relevant community groups aware and generally supportive of the Regional Level project?
- Is there open dialogue and in principle support received for a regional project from relevant National or State Sporting Organisation(s)?
- Is ORS or other relevant state or federal government agencies engaged in the process and recognise the need for a Regional Level project?
- Will the proposed site for the future development of a Regional Level facility provide increased or new partnership opportunities?
- Will proposed future management arrangements for the facility provide enhanced stakeholder support?

### Design and Funding

- Has a site been identified and secured with documented and agreed tenure?
- Has detailed design been completed and costed accurately, allowing for realistic contingencies?
- Does the project provide opportunities to seek external funding from a range of sources including government, community and the private sector?
- Is the project cost confirmed and funding for the project secured?
- Have operational and functional requirements been considered throughout the design process?

### Ongoing management capacity

If project partners cannot afford to manage, maintain and renew the facility at the end of its functional life, then they cannot afford to build it. The following questions need to be asked to inform long-term viability:

- Has long-term business, asset and management planning been completed?
- Is a professional, customer and business focus management model in place?
- Will the desired usage / activity mix proactively provide a balanced fee structure?
- Can day-to-day activities, programs and special event overlays be managed?
- Are systems in place to ensure ongoing performance measurements and reporting is being managed and accountability measures are in place and acted on?
- Is the medium to long-term future being investigated to ensure industry trends are researched and facility capacity and capability is continually analysed?
Overview

Regional facility planning and development demands input from a range of stakeholders due to the overall size and scale of projects. Establishing a formal governance and decision making structure such as a Regional Recreation and Sport Planning Group is essential in identifying, managing and driving successful projects.

Creating a model of ownership and accountability amongst stakeholders is critical to supporting a regional approach, and ensures Regional Level projects are well planned and targeted to meet the needs of the community they will serve.

Formal recognition and adoption of regional priorities by participating stakeholders is recommended to create a sense of ownership, along with an agreed structure for project assessment, decision making and evaluation that recognises all relevant stakeholder groups. Regional planning groups can also be effectively utilised post initial planning and delivery phases to create management support beyond the initial early years of operation.

For governance structures to be effective they require defined representation, roles, responsibilities and accountabilities. A range of regional networks and governance structures exist across South Australia, however there are few formalised networks that engage government, sport, community and commercial partners with a specific focus on recreation and sport outcomes as a priority.

KEY ENABLERS

- Establish a Regional Recreation and Sport Planning Group consisting of key representatives from each Local Council in the region. A key function of each group will be to conduct regional planning and identify shared regional facility development opportunities.

- Terms of Reference template for regional stakeholders to adopt and use when regional networks are established to plan, deliver and manage Regional Level facility projects.

- Clearly define the roles, objectives and responsibilities of all stakeholders, agencies and industry bodies in Regional Level facility project initiation, development and delivery to reduce overlaps and increase service efficiency.

- Encourage all Local Government Authorities to create policies to support cross council collaboration and participation in Regional Level facility planning and seek to align them with state and national policy frameworks and sporting body objectives.
Overview

As governance structures create the levels of ownership and accountabilities across regions and for projects to happen, identifying the strategic intent for projects allows stakeholders to create shared visions, articulate collective objectives and align decisions with documented policy and directions to achieve common outcomes.

Meeting all stakeholder objectives is challenging for every project. However, identifying where a Regional Level facility project fits and meets existing strategy, directions and policies should be a key function for regional stakeholders.

Key questions that all Regional Level projects in their early phases of development need to answer, include:

- Is the project a documented priority within stakeholder (i.e. council, national or state sporting organisations, state government,) strategic planning?
- Will the project provide broad health, social, community, economic and participation benefits to the region?
- How will the project meet Regional Level facility requirements and standards?
- Has the core purpose and objectives of the facility been determined and documented?

To aid the consistent approach and application of these questions, the project readiness criteria provided earlier has been developed for regional stakeholders to use.

KEY ENABLERS

- Encourage State Sporting Organisations to produce State-Wide Strategic Facility Plans for their sport
- Develop Regional Sport Facility Strategies (facilitated in collaboration with government, sport and community stakeholders) to guide future regional and other facility priorities.
- Utilise the project readiness criteria to identify where a project sits in the regional Facility Development Lifecycle.
- Encourage regional networks and Local Government Authorities to identify key Regional Level facility priorities within organisational strategic plans and capital works programs.
- Ensure identified priorities are embedded within Local Government planning systems and strategic management plans.
- Integration of regional planning outcomes into State Planning instruments such as the 30 Year Plan for Greater Adelaide to drive the cohesive planning of regional sport and recreation infrastructure.
Overview

It is essential that all Regional Level recreation and sport facilities be established based on an identified and tested need and are underpinned by sound localised data, information and industry intelligence.

In identifying regional facility priorities, sporting organisations will play an important role in the process by identifying and responding to the need for facility development. This includes providing detailed participant data, projecting future demand based on research, and identifying programs and services that are likely to be impacted if the facility is not provided. Needs for specific infrastructure should also be based on gaps in current provision and the constraints imposed by the current supply.

Local Government Authorities also play a key role in identifying local and regional community needs, future demand for services and activities and in understanding the demographic trends and changes in their community.

Bringing this information to each project to drive decision making and supporting detailed business case development is a critical phase in regional project planning and delivery. It also allows regional stakeholders to identify the core uses and users of facilities and their specific needs, which in turn will provide valuable information to inform partnership development, facility design, funding and management.

A network of successful and sustainable Regional Level facilities are likely to have access to consistent demographic, participation and facility related data for each region, which is used in all Regional Level facility planning and investment decision making.

A number of the following identified key enablers are not yet in place to support project stakeholders. It will be incumbent upon regional project and industry stakeholders to drive and assist in their development to ensure project and Guideline objectives can be achieved.

**KEY ENABLERS**

- An industry recognised process of surveying, collecting and reporting on state and regional participation and facility data to monitor demand and analyse trends.
- Development of project business cases that justify investment.
- Consistent suite of GIS mapping layers that present a complete profile of participation, facility locations, land use and investment opportunities for each region.
- An industry information bank of participation and demographic data, along with Regional Level case studies and key industry contacts.
- An understanding and appreciation of unique regional influences and characteristics (eg. travel distances, local environment, climatic conditions, natural resources, catchment populations etc).
Overview

The scale and cost of Regional Level recreation and sport facility development brings with it the need to create meaningful partnerships that provide a greater opportunity to attract additional support and funding.

Success through partnerships is when all partners recognise each other’s objectives and align their directions and resources to achieve collective outcomes. Obviously, together more can be achieved, and by looking outside of traditional partnerships new ideas, initiatives and innovations can be introduced.

Developing and strengthening partnerships between local government, state sporting organisations, state government, local communities, and the education and commercial sectors in Regional Level facility projects is a key success criterion. These stakeholders are critical in supporting the delivery of regional projects, generating investment, maximising the use of facilities and ensuring they remain sustainable into the future.

A regional facility project stakeholder map is provided in Appendix 2 to demonstrate the linkages between different stakeholders from facility user through to national organisations. It also outlines the varying functions of stakeholders.

A Stakeholder Engagement Framework is provided on the following pages to help to help guide the interaction and critical conversations that are required in order to ensure regional facility planning is collectively understood and delivered in true partnership form.

KEY ENABLERS

- A Stakeholder Engagement Framework that identifies partner-to-partner engagement and project consultation activities.
- Connect regional networks to Regions SA and Regional Development Australia (RDA) to access information on regional economic profiles, regional plans and existing projects and priorities.
Stakeholder engagement framework

Stakeholder engagement through regional facility planning and decision making is critical to creating positive relationships, considering all factors and issues and in achieving collective success and alignment. The following stakeholder engagement framework provides an overview of the key partners to be engaged through Regional Level recreation and sport facility planning, development and management and the range of discussions that will be required to ensure true partnerships can be identified and developed.
<table>
<thead>
<tr>
<th>Key Regional Level recreation and sport facility partners and stakeholders</th>
<th>Local Government</th>
<th>State Government</th>
<th>Recreation and Sport Bodies</th>
<th>Regional Community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local Government</strong></td>
<td>Conduct cross border Council-to-Council discussions on regional opportunities and priorities</td>
<td>ORS to provide planning, funding and delivery advice and support to LGAs through all phases of the project lifecycle</td>
<td>Collectively identify local and regional needs as they relate to individual sports and activities</td>
<td>Collectively identify local needs, opportunities and priorities</td>
</tr>
<tr>
<td><strong>State Government</strong></td>
<td>LGA advocacy to ORS and other state government departments on key regional projects and priorities</td>
<td>Inter department discussions to identify whole-of-government opportunities, alignments and mutual benefits</td>
<td>State Sporting and Recreation Organisations advocate to State Government for regional project support</td>
<td>Regional communities advocate via LGAs and elected members for priority project support and funding</td>
</tr>
<tr>
<td><strong>Federal Government</strong></td>
<td>LGA advocacy to RDA and other federal funding programs on needs and project benefits</td>
<td>Alignment of whole-of-government opportunities and priorities with potential Federal funding programs and initiatives</td>
<td>National Sport and Recreation Organisations advocate to Federal Government for regional project support</td>
<td>Regional communities advocate via LGAs and elected members for priority project support and funding</td>
</tr>
<tr>
<td><strong>Recreation and Sport Bodies</strong></td>
<td>Joint discussion to identify mutual benefits and local, regional and state needs</td>
<td>Project planning, justification and business case advice and support</td>
<td>Collaborate with other sport and recreation bodies to identify shared needs and mutually beneficial outcomes</td>
<td>Raise opportunities and initiatives to peak bodies for further investigation</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>Through consultation inform and gain public support from residents and local clubs, leagues and associations for specific regional project(s)</td>
<td>Liaison through peak bodies and LGAs on State Government expectations and requirements</td>
<td>Collaborate with local and regional sporting communities and competition providers to align project vision and needs</td>
<td>Collaborate together to help identify local priorities and drive community investment and fundraising</td>
</tr>
<tr>
<td><strong>Industry Bodies</strong></td>
<td>Seek advocacy support on regional projects and investigate alignment of proposals with current industry trends and research</td>
<td>Seek project support and endorse via peer review of regional project recommendations to ensure wider industry benefits are considered</td>
<td>Seek advocacy support on regional projects and investigate alignment of proposals with other potential recreation and sport industry partners</td>
<td>Reach out to industry bodies to assist in identifying key regional contacts, previous project success and tap into current industry research and methods</td>
</tr>
<tr>
<td><strong>Commercial</strong></td>
<td>Initial management planning and/or funding discussions to identify potential partnerships and advice on facility design</td>
<td>Exploration of potential key partnerships for venue funding, development and/or management</td>
<td>Investigate opportunities for program, activity and facility provision and delivery</td>
<td>Identify local and regional business opportunities for involvement, support and sponsorship</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>Identify potential options for joint and shared use and access to proposed regional facility</td>
<td>Inter department collaboration to maximise resources for shared venue planning, provision and usage, as well as joint policy making</td>
<td>Investigate opportunities for shared use and access to facilities, as well as pathway and performance programs</td>
<td>Investigate opportunities for shared use, access to facilities and school-club linkages</td>
</tr>
</tbody>
</table>
Overview

Facility design plays a significant role in the facility planning and delivery process. Key success factors in maximising Regional Level recreation and sport facility use and sustainability includes implementing a facility design that:

- is fit-for-purpose for its users and uses;
- meets sports facility standards for the intended levels of use, play or competition;
- engages with management and customers at the earliest opportunity;
- accommodates flexibility and multiple concurrent use, and
- accommodates potential expansion (permanent for future needs and/or temporary for event purposes).

Other key design factors to consider will include:

- adaptability to changing needs such as an ageing population and revenue drivers;
- a focus on environmental and operational sustainability;
- selection and use of materials to match the local environment and promote durability and sustainability;
- site location, selection and connectivity;
- universal access and design principles, and
- appointing or engaging with an experienced facility manager / management organisation throughout the design phase to ensure functional and operational factors are embedded into facility design.

There are many examples of facilities designed in isolation from users, sports and management and with budget reductions as a constraint. While these facilities continue to provide ‘something’ for their communities, the opportunity to deliver more and future proof venues can often be lost.

A poorly designed facility alienates users, creates management challenges, increases operational costs and becomes inflexible in catering for new or changing needs. Creating solutions to fix these challenges post construction are often expensive and difficult to implement and the result is that ‘we make do with what we have’.

In order to achieve cost efficiencies and improved benefit to the community, integration, co-location and shared use of sporting facilities should be a key consideration in the planning, design and operation of Regional Level facilities. The facility mix should be strategically planned to meet the identified community demand both now and into the future. This should be achieved through flexible design outcomes and integrating the facilities into the urban fabric of the area. Appropriate site identification, selection and connectivity plays a critical role in achieving this integration.

Achieving the right amount of funding and investment into Regional Level facilities is always a challenge. However, it is critical that project costs are established based on a design process that aims to deliver the highest possible design features while understanding the need to be balanced with funding realities.
In order to identify project costs and investment levels, there are a number of key questions that need to be answered though this phase of planning and development:

- Has business and management planning been completed to determine project viability and sustainability?
- Has a detailed design been completed that still meets the purpose and objectives of the project?
- Has a site been identified and secured and can significant constraints be managed or overcome?
- Does the project provide opportunities to seek external funding from a range of sources and sectors, and are funding partner objectives aligned?
- Is the project cost, budget and funding confirmed and have potential issues been identified to restrict potential financial risks?
- Has the facility design, cost estimates and project outcomes been peer reviewed?

By the time regional stakeholders and networks reach this phase, strong and documented commitment to project delivery must be in place.

### KEY ENABLERS

- Online resource centre for stakeholders to access relevant sport, government, planning, design standards and best practice to help build quality fit-for-purpose facilities.
- Integration of Universal Design principles into proposed Regional Level facility designs to maximise flexibility of use and access.
- Documented site identification and selection principles and evaluation matrix.
- Formalised partnerships between sports where aligned sport standards can be achieved for all newly developed regional facilities (for example, multi-purpose stadiums, aquatic centres, sports grounds, synthetic fields, hard courts where multiple sports can achieve benefits of integration).
- Industry peer review of facility designs, cost estimates and associated project outcomes to ensure project partners and their local and regional communities are achieving best value outcomes.
- Use of management led design processes where management professionals are engaged at early design stages to advise on operational and functionality requirements and related implications.
Facility design principles

Applying consistent facility design principles to Regional Level recreation and sport facilities will assist to create a consistent network of venues that can all meet similar objectives through design, use and management. Ensuring that the following principles are reflected through design and development processes will be key to achieving success and sustainable facility outcomes.

<table>
<thead>
<tr>
<th>DESIGN PRINCIPLE</th>
<th>CONSIDERATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fit for purpose</td>
<td>Regional Level facilities should be fit-for-purpose and designed to meet the standards required for the type of activities being provided.</td>
</tr>
<tr>
<td>Multi and shared use*</td>
<td>Regional Level facilities (in addition to being fit for purpose) should be designed to accommodate use by a range of users including multiple sports, clubs, schools, community and other organisations.</td>
</tr>
<tr>
<td>Flexibility</td>
<td>Facility design and layout should promote safe and optimal functionality for identified sports and activities, as well as promote school, community and event utilisation.</td>
</tr>
<tr>
<td>Universal Design</td>
<td>Through the adoption of Universal Design Principles, Regional Level facilities should be designed to accommodate everyone including all ages, genders, abilities and cultural background.</td>
</tr>
<tr>
<td>Health and safety</td>
<td>Regional Level facilities and their surrounds should be designed, built and maintained in accordance with relevant Occupational Health and Safety standards and incorporate Child Safe and Safe Design principles into facility design.</td>
</tr>
<tr>
<td>Environmental sustainability</td>
<td>Regional Level facilities should be designed in accordance with Sustainable Design Principles, ensuring an equitable balance between sport, recreational and environmental sustainability initiatives are fully considered and appropriately included.</td>
</tr>
<tr>
<td>Whole of life costs</td>
<td>Regional Level facilities in their design, functionality and material selection should consider maintenance, operational, renewal and replacement costs in order to support optimum long-term building provision and performance.</td>
</tr>
<tr>
<td>Location and access</td>
<td>Facilities should be located in accessible locations, that are site appropriate, with links to major road networks and connections to public transport, cycling and pedestrian routes and other community facilities or services.</td>
</tr>
</tbody>
</table>

*Compatibility through multi and shared use

The vast majority of Regional Level facilities are likely to be shared with and between a range of sports, activities and users. Few sport specific facilities are being developed and funded across South Australia at the Regional Level, and multiple activities will need to be an ongoing consideration for current and future venues.

Where multi and shared use is to be accommodated, the compatibility of sports, activities, objectives and partners all need to be considered through the design process.

Ensuring that facilities are designed to meet a range of compliance requirements is essential, yet often missed. For example accommodating appropriate run-offs or field-of-play dimensions for multiple sports.

Other important multi and shared use considerations include the timing or seasonality of sports and activities, differing use/user needs, surface choice, lighting levels, maintenance mix and scheduling of concurrent uses, temporary event overlay and ability to co and cross promote activities as these all contribute to user’s compatibility.
COST AND FUNDING SOURCES

Overview

Regional Level recreation and sport facilities provide significant infrastructure that requires large capital investment, as well as ongoing operational and renewal investment. While every regional facility project will be different and work to different budgets and required levels of investment; capital, operational and renewal funding will always be required.

Initial capital investment is generally considered a shared responsibility of stakeholders and partners, with government often providing the bulk of regional facility funding. Contributions from sporting organisations, local communities, schools and commercial organisations are also provided, but usually to a lesser extent due to organisation capacity.

Regional Level facilities, depending on the service and activity mix, also rely on ongoing funding at either local or state level, and in many instances require subsidies to meet operational and renewal costs.

Through regional facility planning and design phases, sound business and financial modelling is required to minimise potential subsidy requirements and informed choices must be made around management models, users, tenants, fees, charges and desired occupancy levels. As the scale of this planning and financial investment is likely to be significant, formal recognition and inclusion within a Council’s Long-Term Financial Plan (LTFP) is recommended.

The following table provides an overview of potential Regional Level facility cost and budget influences that partners and stakeholders should consider during all phases of planning, development and delivery.

The three core financial elements considered are:

- **Capital** - costs of procuring and building facilities).
- **Operational** - ongoing costs associated with the day-to-day management of a facility.
- **Asset management** - costs associated with ensuring the protection, maintenance and ultimate renewal of a facility).

Cost implications will also be impacted by land and facility ownership models and benefits being derived by partners.
<table>
<thead>
<tr>
<th>COST AREA</th>
<th>LIKELY COSTS TO BE COVERED</th>
<th>POTENTIAL FUNDING SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAPITAL</strong></td>
<td>• Business Case costs&lt;br&gt;• Land purchase or acquisition&lt;br&gt;• Site investigations / due diligence studies&lt;br&gt;• Planning permits and fees&lt;br&gt;• Design costs&lt;br&gt;• Construction costs&lt;br&gt;• Contingencies&lt;br&gt;• Facility fit-out</td>
<td>• Local Government through budget process&lt;br&gt;• South Australian Government through budget process&lt;br&gt;• State and Federal Government grants and funding programs&lt;br&gt;• Naming rights or venue sponsorship&lt;br&gt;• Savings from rationalisation of other recreation and sport assets&lt;br&gt;• Shared use partners&lt;br&gt;• Commercial partner or supporter (requires mutual benefits)&lt;br&gt;• National or State Sporting Organisation grant program&lt;br&gt;• Australian Sports Foundation&lt;br&gt;• Sporting clubs, leagues and associations (competition providers)&lt;br&gt;• Community fundraising / philanthropic trusts&lt;br&gt;• Developers and developer contributions</td>
</tr>
<tr>
<td><strong>OPERATIONAL</strong></td>
<td>• Management and staffing&lt;br&gt;• Operational overheads&lt;br&gt;• Purchase and maintenance of equipment&lt;br&gt;• Activity programming&lt;br&gt;• Event attraction and hosting</td>
<td>• Lease, licence or other occupancy arrangement&lt;br&gt;• Commercial rental and/or hire fees&lt;br&gt;• Secondary spend revenues (e.g. bar, kiosk, merchandise)&lt;br&gt;• Naming rights or venue sponsorships and signage&lt;br&gt;• Fee for service programs and competitions&lt;br&gt;• Event entry fees and spectator income&lt;br&gt;• Planned subsidy (reliance on this should be reduced over time)&lt;br&gt;• Government, event or economic development grants (long-term reliance on these is not recommended)&lt;br&gt;• National or State Sporting Organisation grant programs or event subsidies</td>
</tr>
<tr>
<td><strong>ASSET MANAGEMENT</strong></td>
<td>• Internal and external building maintenance&lt;br&gt;• Field-of-play surfaces and equipment&lt;br&gt;• Work health and safety compliance&lt;br&gt;• Emergency services&lt;br&gt;• Facility renewal and replacement</td>
<td>• Re-investment of income to off-set lifecycle replacement costs as a % per annum into a sinking fund (by land owner and/or asset manager)&lt;br&gt;• Local Government Asset Management and Planning through pre-planned maintenance schedule (as per annual budget)&lt;br&gt;• Local Government Capital Works Program (5-10 year program lifecycle)&lt;br&gt;• State Government facility funding programs (program requirements will change regularly and generally do not cover maintenance costs)</td>
</tr>
</tbody>
</table>
Overview

Management and operational partnerships that link sport with health, social, education services and commercial partners are a key element to the success of regional level recreation and sports facilities. Determining the best and most efficient model to manage and operate facilities needs to be addressed on a venue specific basis, and be considerate of the needs and capacities of users.

Selection of a management and operating structure that does not reflect the objectives and priorities of core users, catchments and community needs may result in cost and operational inefficiencies and reduced benefit to the community in the long term. Getting this decision right from the outset is essential to achieving venue sustainability.

When determining and selecting the most appropriate management model, a number of key considerations need to be addressed:

- Who is in the best position to activate and deliver high quality and efficient services and programs?
- Can the management model promote use and access without a single club, sport or group assuming venue control?
- Is there a core tenant, user or revenue driver, and can a balance be struck between commercial and community access?
- Can a focus be provided on professional customer service?
- Have facility maintenance and renewal costs been factored into operating budgets?
- Are incentives in place for Local Government Authorities to collaborate and maintain interest and commitment beyond venue opening and support investment from all partners?

In addition there should be a considered strategy for ongoing asset management of each Regional Level facility. Creating and encouraging a service mix that generates a self-sustaining facility as much as possible is a preferred outcome and will help to reduce the need for ongoing operational subsidies.

Setting clear objectives and principles for the facility and aligning the preferred management model to it will also help to achieve greater benefits, whether that be financial, economic, community, participation, social or other identified objective.

KEY ENABLERS

- Publish relevant project case studies and best practice Regional Level facility projects to assist in stakeholder education of quality planning and management outcomes.
- Asset management and life-cycle analysis and considerations built into design and management functions.
- Management benchmarking database to better understand key successful management and operational metrics.
- Encourage all land and venue owners, partners and stakeholders to reference the Guidelines for the Sustainable Management of Community Recreation Facilities when setting facility management objectives and selecting operating models.
Facility management principles

Applying consistent facility management principles to Regional Level recreation and sport facilities will assist to create a consistent network of venues that can all meet similar objectives through their operations. Ensuring that the following principles are reflected through facility management and operational processes will be key to achieving successful and sustainable facility outcomes.

<table>
<thead>
<tr>
<th>MANAGEMENT PRINCIPLE</th>
<th>DEFINITION</th>
</tr>
</thead>
</table>
| Accessibility        | • Physically, the regional facility is accessible during reasonable operating hours and preferably with a physical (management) point of contact on site.  
|                      | • Regional facilities on public land should be open to the community to hire and use on a casual or pay for play basis.  
|                      | • Facilities will offer an mix of inclusive programing and services that cater for the needs of all members of the community. |
| Sustainability       | • A sustainable facility is financially viable into the foreseeable future and successfully implements an asset maintenance and replacement plan.  
|                      | • Sustainable facilities are not overly reliant on external sources of funding to meet their basic infrastructure needs.  
|                      | • Facilities derive funds from a range of activities, putting aside operational surpluses each year to service asset replacement, maintenance and upgrades.  
|                      | • Facility amenities are upheld to a good standard creating a vibrant, safe and welcoming facility.  
|                      | • Environmentally sustainable practices are also part of a sustainable venue’s fabric and operations. |
| Community benefit    | • Community benefit should be a fundamental purpose of any regional recreation and sport facility.  
|                      | • Community benefit can be defined as any value that the public derives from the venue.  
|                      | • Facilities and associated improvement projects should demonstrate alignment with the strategic directions of stakeholders and can clearly support increased community participation and have the capacity to provide health, active lifestyle and social benefits, inclusive practices and mix of program opportunities.  
|                      | • Programming should aim to achieve maximum community usage and outcomes. |
| Accountability       | • Accountability of venue management requires that facility operators take appropriate responsibility for the asset, its ongoing sustainability and ensure that the future of the facility is secured.  
|                      | • Sound business and financial planning and reporting practices are embedded into operations.  
|                      | • The operational responsibilities of the venue are clear and measures are in place to meet the targets and goals set by stakeholders, asset owners and key partners to ensure that obligations are met, and ideally exceeded. |
| First class service  | • Requires venue operators, managers and/or service providers to consider community and user needs and promote customer service and satisfaction as a core value.  
|                      | • First class service needs to translate across all user experiences whether a parent, occasional user, event attendees or an elite performer, first class service needs to be embedded into all venue operations and within staff and operator culture. |
Measuring success

Once facilities are developed and in operation, the focus must move from what has been created to how do we maximise its use and benefits. Facilities create environments for users, customers and employees and the performance of these environments influence the activities that are carried out within them and the experiences that visitors derive.

Formulation of techniques that are capable of assessing facility and operational performance in terms of quality, cost, usage and effectiveness in meeting primary objectives is critical to appropriately measuring operational success.

The question ‘what does success look like’ is best answered through the implementation of a range of techniques designed to measure whether a facility and its operation has delivered what project partners set out to achieve.
Each facility owner/provider and their management team must create a specific set of key performance measures based on partner requirements, strategic objectives, community benefits and financial outcomes. Some of these techniques may include:

- annual user/usage analysis against expectations and projections
- uptake of activity provision and catchment assessment
- annual financial performance reporting against budget
- annual asset management assessment
- success of program or event attraction
- economic benefits assessment
- social benefits assessment (community/user surveys)

In addition to setting annual performance measures in place, short, medium and longer term trend analysis and direction setting should also be a fundamental consideration in order to identify emerging issues and respond to changes in community demand, preferences and standards.
The following Regional Level recreation and sport facility case studies have been identified and developed to provide examples, ideas and innovations for industry partners to consider and research when approaching new projects and future Regional Level facility planning initiatives.

Case studies are primarily focused around planning, management and operational details, and also identify high level regional facility project costs and funding mix.

They also identify the core facility elements included for existing sites and the infrastructure proposed for new facilities. As every site and facility presents different needs and requirements, specific facility design features are not highlighted within these case studies.

No liability is accepted for any errors or omissions. Information was accurate at the time of printing.

**CASE STUDY 01**

**Golden Grove Recreation and Arts Centre**

Example of an existing facility that has been in existing for almost 25 years and provides a range of community sport, recreation and arts infrastructure. A key element to this facility has been the engagement of the education sector through joint funding and the establishment of a Joint Use Agreement between the City of Tea Tree Gully and the Minister for Education and Children’s Services (Department for Education and Child Development).

**CASE STUDY 02**

**Copper Coast Sport and Leisure Centre (planned facility)**

The CCSLC is proposed to be in operation in 2017. The facility attracted a mix of industry funding partners and will see the implementation of a commercial management model via Belgravia Leisure. The justification for the CCSLC was a result of the joint development of the Yorke Regional Recreation, Sport and Open Space Strategy (in 2014) and the recognition of the facility as a priority by the five participating Councils.

**CASE STUDY 03**

**Port Augusta Central Oval**

The Port Augusta Central Oval is a recent example of a significant regional sporting precinct being successfully implemented in a major regional City outside of Metropolitan Adelaide. The $21 million plus facility was jointly funded by Local, State and Federal Government. The venue was designed and developed to meet the national standards for Australian Rules Football, Basketball and Netball.

**CASE STUDY 04**

**Fleurieu Regional Aquatic Centre (planned facility)**

The planning for the FRAC has been progressing over the past 10 years with a significant cross Council border commitment made by the Alexandrina Council and the City of Victor Harbor. The two councils have jointly committed to the planning, funding, management and operation of the FRAC having established a subsidiary pursuant to Section 43 of the Local Government Act (1999) to collectively oversee the functions of the venue.

**CASE STUDY 05**

**Campbelltown Leisure Centre (planned facility)**

This project will see a comprehensive redevelopment of the Campbelltown Leisure Centre to provide a mix of community and high performance sporting opportunities, as well as providing a community leisure and aquatic facility to service the needs of the local and surrounding community. The facility is anticipated to be open in 2016 and its $26 million cost has been funded by jointly funded by Local, State and Federal Government partners. A key aspect of the redevelopment plans was working in conjunction with state and national sport facility guidelines to meet all levels of competition and associated amenity requirements.
Golden Grove Recreation and Arts Centre

LOCATION:
TENISON PLACE, GOLDEN GROVE

LAND OWNER:
CITY OF TEA TREE GULLY
**Facility Summary**

<table>
<thead>
<tr>
<th>Facility name:</th>
<th>Golden Grove Recreation and Arts Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Tenison Place, Golden Grove</td>
</tr>
<tr>
<td>Land owner:</td>
<td>City of Tea Tree Gully</td>
</tr>
<tr>
<td>Key facilities / amenities provided:</td>
<td></td>
</tr>
<tr>
<td>• 3 sports courts</td>
<td></td>
</tr>
<tr>
<td>• Theatre with fully retractable seating</td>
<td></td>
</tr>
<tr>
<td>• Gallery/function space</td>
<td></td>
</tr>
<tr>
<td>• Dining room and catering kitchen</td>
<td></td>
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<tr>
<td>• Drama workshop</td>
<td></td>
</tr>
<tr>
<td>• Lounge and kiosk spaces</td>
<td></td>
</tr>
<tr>
<td>• Meeting room and office spaces</td>
<td></td>
</tr>
<tr>
<td>• Physical Education Gym</td>
<td></td>
</tr>
<tr>
<td>Levels of competition / events catered for:</td>
<td></td>
</tr>
<tr>
<td>• Social evening and weekend sport</td>
<td></td>
</tr>
<tr>
<td>• Club sport (home of Tea Tree Gully Volleyball Club)</td>
<td></td>
</tr>
<tr>
<td>• School sport and associated competitions (e.g. SAPSASA)</td>
<td></td>
</tr>
<tr>
<td>• School and Commercial Dance and theatre events</td>
<td></td>
</tr>
<tr>
<td>• Major touring shows (e.g. Wiggles, Playschool)</td>
<td></td>
</tr>
<tr>
<td>• National Sport Tournaments (e.g. Table Tennis Championships)</td>
<td></td>
</tr>
<tr>
<td>• Weddings and Corporate functions</td>
<td></td>
</tr>
<tr>
<td>• Hirable spaces (Yoga, Martial Arts, Kumon)</td>
<td></td>
</tr>
<tr>
<td>• Market stalls</td>
<td></td>
</tr>
<tr>
<td>Core tenants / user groups:</td>
<td></td>
</tr>
<tr>
<td>• Department for Education and Child Development (Joint Use Agreement), and associated schools under this agreement (Golden Grove High School, Gleeson College and Pedare Christian School)</td>
<td></td>
</tr>
<tr>
<td>• Council managed sporting programs</td>
<td></td>
</tr>
<tr>
<td>• Tea Tree Gully Volleyball Association</td>
<td></td>
</tr>
<tr>
<td>• Various weekly, long term hirers</td>
<td></td>
</tr>
<tr>
<td>Cost of facility development:</td>
<td>$9,860,000</td>
</tr>
<tr>
<td>Year of facility completion:</td>
<td>1993</td>
</tr>
<tr>
<td>Funding partners (and $ amounts)</td>
<td></td>
</tr>
<tr>
<td>• City of Tea Tree Gully - $3,096,000</td>
<td></td>
</tr>
<tr>
<td>• Golden Grove Joint Venture - $1,440,000</td>
<td></td>
</tr>
<tr>
<td>• Minister of Education - $1,440,000</td>
<td></td>
</tr>
<tr>
<td>• Three Schools - $3,884,000</td>
<td></td>
</tr>
<tr>
<td>Facility governance model:</td>
<td>A Joint Use Agreement between the City of Tea Tree Gully and the Minister for Education and Children’s Services (Department for Education and Child Development) governs the day to day sharing of facilities, with an additional Daily Operational Procedure further detailing the use arrangement for the Arts Centre/Theatre.</td>
</tr>
<tr>
<td>Day-to-day management responsibility:</td>
<td>City of Tea Tree Gully</td>
</tr>
</tbody>
</table>
What process did you go through to identify the need for the facility, and which stakeholders were involved?

The main force behind the building of the Golden Grove Recreation and Arts Centre was Delfin, the developers of Golden Grove. Golden Grove was to be a new community and therefore the concept of new community recreation and arts infrastructure was approached in partnership with Council.

The completion of construction and official opening of the Golden Grove Recreation and Arts Centre in July 1993 was the culmination of four years of thorough integrated planning and community consultation in ensuring a unique Recreation and Arts facility was provided to the residents of the City of Tea Tree Gully and surrounding regional areas, and the secondary schools campus at Golden Grove.

What role does the City of Tea Tree Gully play in venue oversight?

The Centre is owned and managed by the City of Tea Tree Gully, with the Council also acting as a Manager for the day-to-day promotion and administration of the schools use of facilities within the complex.

Are surrounding Local Councils involved in the facility in any way?

Adjacent Local Government Authorities (LGA’s) were involved in community consultation at the time of concept creation. These LGA’s have undertaken tours of the facility since its opening. The Centre is promoted as a regional recreational and arts venue, attracting participants from both within and outside of City of Tea Tree Gully boundaries.

What role do State Sporting Organisations play within the operation, scheduling or use of the facility?

State and National Sporting events have been held at the Centre via an event hire arrangement, including on-court access and off-court food, beverage and catering packages.

All social sporting programs are managed by the Centre and Council appointed personnel.

The Tea Tree Gully Volleyball Association manage their own programs and Club competitions within their approved usage of the facility. The Centre is affiliated with Netball SA and Basketball SA.

Is the facility used for any high performance activities?

In addition to State and National level sporting events, the Arts Theatre regularly attracts high profile touring shows such as the Wiggles, Playschool, Byrne and Kelly, Adelaide Symphony Orchestra, State Theatre events, national dance competitions and Scout Shouts.

What do you believe have been the key outcomes of the facility since opening?

The facility is considered optimum in terms of a successful operationally viable joint-use complex that meets the needs of the three adjoining secondary schools and caters for the immediately surrounding communities and their 30,000 residents.

The concept of joint usage ensures that duplication of facilities within the community are minimalised; enables both the Council and the Minister for Education and Children’s Services (Department for Education and Child Development) to share operational costs of the facility, reduces the cost to ratepayers for community facilities, and allows for integration of school and community through common facilities and resources.

Due to the flexible nature of its design, the Centre is a multi-purpose space, and has the ability to be staged as one large function and events space through the opening of a retractable wall dividing the Recreation and Arts sides of the building.

The Centre is located within a regional sporting and community hub incorporating the North East Hockey Club (located on Council land), private Stateswim facility and a private business facility hosting a Doctor’s clinic and other medical and fitness services. All services are accessed by the same shared car park.

The Centre is located opposite a major shopping precinct, making accessibility by public transport and expansion of car parking services easy.
What would you describe as the two greatest successes of the facility since opening?

The continued Council management of the Centre and sustainability of the operating model is a notable success for the facility. The combination of Council, State Minister, public and private school involvement in the facility is quite unique.

The Golden Grove Urban Development Project, within which the Golden Grove Recreation and Arts Centre concept was constructed, won the Urban Development Institute of Australia’s coveted award for best Masterplanned Development in Australia.

What have been your key learnings?

The term of the Joint Use Agreement, although providing security of use for both the Council and the Minister does not provide flexibility in terms of timely review points/periods and to ensure cost sharing arrangements remain relevant to the time.

The design of the Centre, although considered state of the art, is set back some distance from the main roadway. Roadway frontage and promotion at the site of the Centre is therefore restricted.

Have you identified any principles that guide the management of the facility?

A Joint Use Agreement between the City of Tea Tree Gully and the Minister for Education and Children’s Services (Department for Education and Child Development) governs the day-to-day sharing of facilities, with an additional Daily Operational Procedure further detailing the use arrangement for the Arts Centre / Theatre.

The term of the Agreement is 25 years with an extension of a further 25 years from the expiration of the initial agreement.

An Advisory Committee has been established by the Council and the Minister for the purpose of monitoring the cost sharing arrangements and joint use agreement relating to the Centre.

Council’s appointed Manager for the Centre is responsible for ensuring the correct and quarterly on-charging of relevant cost sharing arrangements to the Minister.

Under the Agreement the Minister has exclusive use of specific facilities within the Centre; the Council has exclusive use of specific facilities within the Centre; and joint usage is detailed for shared facilities within the Centre.

The Education Providers have free access to the Theatre on a maximum of 42 days per year during school terms.
Copper Coast Sport & Leisure Centre (planned facility)

LOCATION:
DOSWELL TERRACE, KADINA

LAND OWNER:
DISTRICT COUNCIL OF THE COPPER COAST (DCCC)
## Facility Summary

### Facility Name
Copper Coast Sport & Leisure Centre (CCSLC)

### Location
Doswell Terrace, Kadina

### Land Owner
District Council of the Copper Coast (DCCC)

### Key Facilities / Amenities to be Provided:
- 4 multi-purpose indoor courts (3 standard courts and 1 show court) providing for basketball, netball, indoor soccer, volleyball and indoor cricket
- Show court with permanent and retractable seating
- Gym relocation and renewal
- Redevelopment of the reception area (including seating and café)
- Community meeting rooms

### Levels of Competition / Events Proposed:
- Local
- Regional
- State (Country Basketball and Netball Championships)
- National (aspirational)

### Core Tenants / User Groups Identified:
- Yorke Valley Basketball Association
- Kadina Memorial School
- Kadina & District Netball Association
- Kadina Tennis Club
- Local community users and centre members

### Estimated Cost of Facility Development
$10,342,000

### When Will the Facility Be Operational
2017

### Funding Partners:
- Federal Government - $4,800,000
- District Council of the Copper Coast - $2,500,000
- Office for Recreation and Sport - $900,000
- Department for Education and Child Development - $2,000,000
- Community - $139,000

### Facility Governance Model
DCCC/Belgravia Leisure

### Day-to-Day Management Responsibility
Belgravia Leisure (on behalf of Council)
What process did you go through to identify the need for the facility, and which stakeholders were involved?

Facility planning was undertaken via the CCSLC Masterplan in 2013, with user group surveys and questionnaires and stakeholder representative meetings forming the core consultation activities.

What role will Council play in facility operations?

The DCCC in conjunction with Belgravia Leisure will work together to manage all required facility operations.

Are surrounding Local Councils involved in the facility in any way?

Strategic support is provided via the Yorke Peninsula Alliance which includes representation from the DCCC, Yorke Peninsula Council, District Council of Barunga West and Wakefield Regional Council.

Regional planning was also undertaken in association with the Yorke Peninsula Alliance through the development of the Yorke Regional Recreation, Sport and Open Space Strategy (2014) to identify local and regional sport and recreation needs and to identify priority projects for the region.

What role will State Sporting Organisations play within the operation, scheduling or use of the facility?

State Sporting Organisations (SSO) will host and deliver SSO events, conduct and facilitate regional training academies programs and events, and play an active role in major high performance event scheduling for basketball and netball activities.

Will the facility be used for any high performance sports activities?

It is proposed to be used for SA State Country Basketball Championships and will be available to SSOs for high performance events through DCCC discussions.

Indoor courts have been planned and designed to accommodate State and National requirements for basketball and netball infrastructure in order to facilitate state and national level activities. The inclusion of the show court and associated spectator seating assists in meeting these requirements.

What do you expect the key outcomes of the facility to be?

The main outcome expected is increased participation in local user group sports and related activities and an increase in social sport and active recreation opportunities for the community.

An improved facility experience for local users will be important in order to attract and promote use and the ability to host regional and state events that contribute to local economy stimulation is a key driver of the facility.

What would you describe as the two greatest challenges in getting the facility to its current stage of planning and development?

Securing Council support for the facility as a priority project amidst all the other demands on Council resources and achieving buy-in on the use of debt as a legitimate funding source.

Securing funding via the National Stronger Regions Fund, as well as other funding avenues.

Have you identified any learnings or things that you do differently?

If we were to run a similar facility planning process again, we would have engaged a consultant to undertake an economic benefit analysis earlier on in the project. This is a key element to building a robust business case for the project and in identifying benefits beyond the key users of the facility.

Have you identified any principles that will guide the management of the facility?

DCCC and Belgravia Leisure will continue to manage the upgraded facility as per successful current practices.

A very strong component of the CCSLC and its management will be the inclusion of the local community and centre members that are not aligned with any of the sporting clubs and associations. It is vital that the CCSLC balances the needs of the local community with the needs of sport.
CASE STUDY 03

Port Augusta Central Oval

LOCATION:
AUGUSTA TERRACE, PORT AUGUSTA

LAND OWNER:
CROWN LAND, UNDER CARE CONTROL AND MANAGEMENT TO PORT AUGUSTA CITY COUNCIL
## Port Augusta Central Oval

### FACILITY SUMMARY

<table>
<thead>
<tr>
<th>Facility name:</th>
<th>Central Oval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Augusta Terrace, Port Augusta</td>
</tr>
<tr>
<td>Land owner:</td>
<td>Crown Land, under care control and management to Port Augusta City Council</td>
</tr>
</tbody>
</table>
| Key facilities / amenities provided: | • AFL size oval  
 • 11 outdoor netball courts  
 • 3 Indoor courts  
 • Function room |
| Levels of competition / events catered for: | This facility was designed and built to meet the national standards of AFL, Basketball and Netball |
| Core tenants / user groups: | • Port Augusta Netball Association  
 • Port Augusta Basketball Association  
 • South Augusta Football Club  
 • Spencer Gulf Football League  
 • Port Augusta City Council |
| Estimated cost of facility development: | Building works $14,000,000 and external works $7,000,000 |
| Year of facility completion: | 2014 |
| Funding partners:       | • Port Augusta City Council - $11,000,000  
 • State Government - $5,000,000  
 • Federal Government (via Regional Development Australia Fund) - $5,000,000 |
| Facility governance model: | Currently Council owned and operated |
| Day-to-day management responsibility: | Port Augusta City Council employees |
What process did you go through to identify the need for the facility, and which stakeholders were involved?

The Port Augusta City Council Strategic Plan development was the core planning exercise undertaken, which involved community consultation feedback.

What role does the Port Augusta City Council play in venue oversight?

Council owns and operates the facility.

Is the facility used for any high performance sports activities?

Since commissioning, the facility has held the AFL South Australian Country Championships with proposals for AFL challenge matches and SANFL matches to be played.

Via the direction of Netball SA, the facility is likely to be able to accommodate a State League (Nine News Netball Cup) netball match.

What do you believe have been the key outcomes of the facility since opening?

The key outcome has been the ability and capacity of the facility and the people involved to bring multiple stakeholders together within one precinct.

What would you describe as the two greatest successes of the facility since opening?

Securing the National Spirit of ANZAC exhibition due to open in November 2016 and becoming the home of multiple sporting codes in Port Augusta.

What have been your key learnings?

The greatest learning for all involved has been the establishment of the Oval Management Authority prior to commencement of construction.

Have you identified any principles that guide the management of the facility?

Management principles all stem from all stakeholders reaching agreement on the direction of the facility. As opportunities arise and people change, a clear and agreed direction will continue to guide the operation, use and direction of the facility.
LOCATION: CORNER OCEAN ROAD AND WATERPORT ROAD, HAYBOROUGH

LAND OWNER: CURRENTLY OWNED BY BEYOND DEVELOPMENT AND TO BE GIFTED TO THE COMMUNITY, THEN THE LAND OWNER WILL BE THE FLEURIEU REGIONAL AQUATIC CENTRE AUTHORITY
## FACILITY SUMMARY

<table>
<thead>
<tr>
<th>Facility name:</th>
<th>Fleurieu Regional Aquatic Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Corner Ocean Road and Waterport Road, Hayborough</td>
</tr>
<tr>
<td>Land owner:</td>
<td>Currently owned by Beyond Development and to be gifted to the community, then the land owner will be the Fleurieu Regional Aquatic Centre Authority</td>
</tr>
</tbody>
</table>

### Key facilities / amenities to be provided:
- Indoor aquatic centre consisting of:
  - An 8 lane, 25 metre lap swimming pool
  - A multi-use rehabilitation pool
  - A leisure and children’s pool
  - An outdoor ‘splash and play’ park
  - A fitness centre/multi-purpose room
  - A crèche facility
  - A commercial kiosk
  - Office accommodation
  - Dedicated change rooms and toilet facilities
  - Dedicated car parking, bus parking, pedestrian linkages and traffic management

### Levels of competition / events proposed:
- FINA standard short course (25m) swimming competitions
- SAPSASA competitions
- School swimming carnivals (servicing 10 schools in the region).

### Core tenants / user groups identified:
- Learn to swim
- Rehabilitation (Physiotherapists using the purpose built pool)
- Lap swimmers (Swim SA Club)
- SLSSA (Port Elliot, Goolwa and Chiton Rocks Clubs)
- 10 local schools
- Personal trainers (swimming and dry fitness)
- Kiosk users – a central place to meet – site to be connected to the Encounter Bikeway

### Estimated cost of facility development:
$21,000,000

### When will the facility be operational:
March 2017
FACILITY SUMMARY

| Funding partners (and $ amounts) | • City of Victor Harbor - $6,500,000  
| | • Alexandrina Council - $6,500,000  
| | • Commonwealth Government - $7,500,000  
| | • South Australian Government - $500,000  
| In kind: | • Land gifted to the community  
| | • City of Victor Harbor staff time  
| | • Alexandrina Council staff time  

| Facility governance model: | Jointly owned by the City of Victor Harbor and Alexandrina Council through the already established Fleurieu Regional Aquatic Centre Authority – for first three years to establish a series of contracts to operate the various elements of the facility with a review after two years (once the take up of the services is known).  

| Day-to-day management responsibility: | To be tendered  

**What process did you go through to identify the need for the facility, and which stakeholders were involved?**

Numerous studies and strategic plans were completed over a ten year period, with significant community consultation on the preferred site and concept plan conducted.

One critical study was the joint development of the Fleurieu Regional Aquatic Centre (FRAC) Business Case in 2013 by the City of Victor Harbor and Alexandrina Council. This study along with a range of other planning initiatives was only possible through the development of a Memorandum of Understanding (MOU) between the Council’s agreeing to jointly investigate such a significant facility together in partnership.

**What role will Councils play in facility operations?**

The City of Victor Harbor and the Alexandrina Council jointly own the Fleurieu Regional Aquatic Centre Authority (regional subsidiary) which will operate the facility.

In a significant cross Council agreement, the Alexandrina Council and the City of Victor Harbor resolved to establish a subsidiary pursuant to Section 43 of the Local Government Act 1999, to enable the joint ownership of the Fleurieu Regional Aquatic Centre (FRAC) and the provision of facilities and services at the FRAC.

The subsidiary will also manage the facilities and services at the FRAC in accordance with a comprehensive Charter and all applicable legislation, and to undertake the care, protection, management, operation and improvement of the FRAC and its associated facilities and services in an efficient, effective and sustainable manner.

A copy of the Charter is available via http://fleurieuaquaticcentre.com.au/about/project-documents/
Are surrounding Local Councils involved in the facility in any way?

At present, not beyond the two founding Councils - City of Victor Harbor and Alexandrina Council. However, in June 2014, the FRAC established a Community Reference Group to provide input into the design functionality and operations of the FRAC to ensure that the current and future needs of potential users are considered and well understood by the architect prior to the construction of the facility.

What role will State Sporting Organisations play within the operation, scheduling or use of the facility?

Swimming SA will establish a swim club.

Will the facility be used for any high performance sports activities?

Unsure at this stage pre-opening, but discussions may be undertaken over time to introduce high performance activities.

What do you expect the key outcomes of the facility to be?

The community benefits will be realised in five main areas:

**COMMUNITY PRIDE** - It has become something of a ‘cause celebre’, and a real test of the community’s ability to win federal support. The sense of commitment is reflected in the fact that of the total responses from community consultation, 72% supported the Aquatic Centre concept plan and 59% would be prepared to incur an increase in rates to finance the Centre. Given the consistent sensitivity around rate rises in local government, this is remarkable.

**SOCIAL COHESIVENESS** - The Centre will add to the social cohesiveness of the four towns and increased visitation levels from residents further afield is also expected. The Centre is designed to be more than just a swimming facility. It is where families and community groups can gather to enjoy exercise and social interaction.

**HEALTHY AGEING** - This is the standout community benefit. The region is fondly acknowledged as one of the oldest population cohorts in Australia, which now takes on real significance at a time when public policy is focusing on healthy ageing and the services required for older residents and business models to improve service delivery.

**CONTRIBUTION TO COMMUNITY SAFETY** - The location for the Regional Aquatic Centre is central to three surf lifesaving clubs and around 10 schools across the wider region. Learning to swim is critically important to the local children in seaside communities because much of their lifestyle involves the water (including swimming, boating, rock fishing, surfing).

**EDUCATION AND HEALTH** - The two Councils and local schools are committed to giving every child the opportunity to learn to swim. While this is for their own safety, the additional spin-off is that swimming (and cycling to the Centre) goes hand in hand with improved child health and fitness.

What would you describe as the two greatest challenges in getting the facility to its current stage of planning and development?

The successful planning and conducting of a joint major infrastructure project and the successful securing of required funding levels.

What have been your key learnings?

The project governance framework established by the two Councils on how they would work together to plan for and implement the project has been crucial to its success.

This is called the “Inter-Council Agreement” and is available via http://fleurieuaquaticcentre.com.au.

The establishment of this website to enable up-to-date communication and a central place for all project information, research, policies and future directions has also been an important feature.
Have you identified any principles that will guide the management of the facility?

A management options paper has been prepared for the Councils with three broad options:

1. Employee staff to operate
2. Contract out the whole facility
3. Hybrid of the above two options with minimal staff employed and operate via a series of contracts for each of the key service areas.

Recommended (and the Council’s resolved) Option 3 for the initial three years to provide maximum flexibility to adjust the services in response the community uptake. To be reviewed after two years with all options possible beyond that time.

Principles will be developed in-line with the detailed management and operating plans.
CASE STUDY 05

Campbelltown Leisure Centre (planned facility)

LOCATION:
LOWER NORTH EAST ROAD, CAMPBELLTOWN

LAND OWNER:
CAMPBELLTOWN COUNCIL
## Campbelltown Leisure Centre (planned facility)

<table>
<thead>
<tr>
<th><strong>FACILITY SUMMARY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Facility name:</strong> Campbelltown Leisure Centre</td>
</tr>
<tr>
<td><strong>Location:</strong> Lower North East Road, Campbelltown</td>
</tr>
<tr>
<td><strong>Land owner:</strong> Campbelltown Council</td>
</tr>
<tr>
<td><strong>Key facilities / amenities to be provided:</strong></td>
</tr>
<tr>
<td>Indoor sports facilities including:</td>
</tr>
<tr>
<td>• 5 indoor multi-purpose sports courts for basketball, volleyball, futsal, netball and other sports</td>
</tr>
<tr>
<td>• Show court with permanent and temporary spectator seating</td>
</tr>
<tr>
<td>Indoor aquatic and leisure facility including:</td>
</tr>
<tr>
<td>• 25m 8 lane pool</td>
</tr>
<tr>
<td>• Learn to swim pool</td>
</tr>
<tr>
<td>• Water play area</td>
</tr>
<tr>
<td>• 5 squash courts (with movable walls to provide for singles and doubles)</td>
</tr>
<tr>
<td>• Gym (350m2)</td>
</tr>
<tr>
<td>• Café</td>
</tr>
<tr>
<td>• Dance and aerobics spaces</td>
</tr>
<tr>
<td><strong>Levels of competition / events proposed:</strong></td>
</tr>
<tr>
<td>• Social, community and casual use</td>
</tr>
<tr>
<td>• Local</td>
</tr>
<tr>
<td>• Regional</td>
</tr>
<tr>
<td>• State</td>
</tr>
<tr>
<td><strong>Core tenants / user groups identified:</strong></td>
</tr>
<tr>
<td>• Basketball</td>
</tr>
<tr>
<td>• Futsal</td>
</tr>
<tr>
<td>• Volleyball</td>
</tr>
<tr>
<td>• Squash</td>
</tr>
<tr>
<td>• Swimming clubs</td>
</tr>
<tr>
<td>• Casual membership and visitation</td>
</tr>
<tr>
<td><strong>Estimated cost of facility development:</strong></td>
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<tr>
<td>$25,500,000</td>
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<tr>
<td><strong>When will the facility be operational:</strong></td>
</tr>
<tr>
<td>Anticipated mid to late 2016</td>
</tr>
<tr>
<td><strong>Funding partners (and $ amounts):</strong></td>
</tr>
<tr>
<td>• Federal Government - $7,500,000</td>
</tr>
<tr>
<td>• State Government - $3,000,000</td>
</tr>
<tr>
<td>• City of Campbelltown - $15,000,000</td>
</tr>
<tr>
<td><strong>Facility governance model:</strong></td>
</tr>
<tr>
<td>In-house Council management with anchor hire agreements for core tenants and user groups</td>
</tr>
<tr>
<td><strong>Day-to-day management responsibility:</strong></td>
</tr>
<tr>
<td>City of Campbelltown</td>
</tr>
</tbody>
</table>
**Campbelltown Leisure Centre (planned facility)**

*What process did you go through to identify the need for the facility, and which stakeholders were involved?*

Extensive consultation with existing users and potential new users on the redevelopment of an outdated facility that was at a point of replacement.

This involved all layers of government on the needs, evidence by research and the securing of funding from all layers of government.

Needs of users and access were incorporated into the design and this was tested with the community with extensive community consultation across the entire City.

*What role will City of Campbelltown play in facility operations?*

Council will play a lead role on all aspects from managing the delivery of the infrastructure through to management and operation of the facility.

*Are surrounding Local Councils involved in the facility in any way?*

Surrounding Councils were consulted and they offered support through funding application processes.

*What role will State Sporting Organisations play within the operation, scheduling or use of the facility?*

State Sporting Organisations (SSO) will play a limited role, but anchor hire agreements will be in place to secure space / times for key users, some of which SSO’s.

*Will the facility be used for any high performance sports activities?*

High performance activities for basketball, futsal, volleyball and squash will be undertaken at the facility.

Council has worked with SSO’s to ensure that indoor sports courts and associated amenities meet state level guidelines. Some existing courts do not fully meet requirements for court run-off distances and these courts will be utilised for junior and social use and competition only.

*What do you expect the key outcomes of the facility to be?*

A simple but not to be understated outcome of achieving a multi-purpose facility that services a range of sports and community needs.

Complementing sporting use will be the promotion and encouragement of use for the local community via memberships, casual visits and event attendance.

*What would you describe as the two greatest challenges in getting the facility to its current stage of planning and development?*

The most significant challenge has been securing all required funding.

*What have been your key learnings?*

The current project and its planning is not yet at the point of evaluation, but key learning will be reflected on once the project is completed and in operation.

However, advice has been sought from local and interstate facilities of the same size to benchmark progress and help identify future operational needs that are to be considered.

We learnt a lot from the successful (and not so successful) operations of other facilities.

*Have you identified any principles that will guide the management of the facility?*

Understand the best value model for Council that is competitive but also ensures the strongest possible income streams to offset operational costs.
Appendix 1: South Australian government regions

GREATER ADELAIDE
1. Adelaide Hills
2. Barossa, Light and Lower North
3. Fleurieu and Kangaroo Island

COUNTRY REGIONS
4. Eyre and Western
5. Far North
6. Yorke and Mid North
7. Limestone Coast
8. Murray and Mallee

METROPOLITAN ADELAIDE
9. Northern Adelaide
10. Southern Adelaide
11. Western Adelaide
12. Eastern Adelaide

* Adelaide City Council is formally located within the Eastern Adelaide Region, however its Capital City representation, contribution, events and economic benefit to South Australia would be considered higher than of regional significance. The expectation on a Capital City to act as an International, National, State, Regional and Local destination and provider is also significant, with flow on benefits likely to be provided to other and surrounding regions. This expectation also requires a higher degree of investment attraction and asset provision.
## Appendix 1: Regions and local government boundaries

<table>
<thead>
<tr>
<th>GEOGRAPHIC REGION</th>
<th>SA GOVERNMENT REGION</th>
<th>LOCAL GOVERNMENT AUTHORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADELAIDE METROPOLITAN</strong></td>
<td>Eastern Adelaide</td>
<td>Adelaide City Council, Burnside City Council, Campbelltown City Council, Norwood, Payneham &amp; St Peters City Council, Prospect City Council, Unley City Council, Walkerville Town Corporation</td>
</tr>
<tr>
<td></td>
<td>Northern Adelaide</td>
<td>Playford City Council, Salisbury City Council, Tea Tree Gully City Council</td>
</tr>
<tr>
<td></td>
<td>Southern Adelaide</td>
<td>Holdfast Bay City Council, Marion City Council, Mitcham City Council, Onkaparinga City Council</td>
</tr>
<tr>
<td></td>
<td>Western Adelaide</td>
<td>Charles Sturt City Council, West Torrens City Council, Port Adelaide Enfield City Council</td>
</tr>
<tr>
<td><strong>GREATER ADELAIDE</strong></td>
<td>Adelaide Hills</td>
<td>Adelaide Hills Council, Mount Barker District Council</td>
</tr>
<tr>
<td></td>
<td>Barossa Light and Lower North</td>
<td>Barossa Council, Gawler Town Council, Light Regional Council and Mallala District Council</td>
</tr>
<tr>
<td></td>
<td>Fleurieu Kangaroo Island</td>
<td>Alexandrina Council, Kangaroo Island Council, Victor Harbor City Council, Yankalilla District Council</td>
</tr>
<tr>
<td><strong>COUNTRY SOUTH AUSTRALIA</strong></td>
<td>Eyre Western</td>
<td>Ceduna District Council, Cleve District Council, Elliston District Council, Franklin Harbour District Council, Kimba District Council, Lower Eyre Peninsula District Council, Port Lincoln City Council, Streaky Bay District Council, Tumby Bay District Council, Whyalla City Corporation, Wudinna District Council</td>
</tr>
<tr>
<td></td>
<td>Far North</td>
<td>Coober Pedy District Council, Flinders Ranges Council, Port Augusta City Council, Roxby Downs Municipal Council</td>
</tr>
<tr>
<td></td>
<td>Limestone Coast</td>
<td>Grant District Council, Kingston District Council, Mount Gambier City Council, Naracoorte Lucindale Council, Robe District Council, Tatiara District Council, Wattle Range Council</td>
</tr>
<tr>
<td></td>
<td>Murray Mallee</td>
<td>Berri Barmera Council, Coorong District Council, Karonda East Murray District Council, Loxton Waikerie District Council, Mid Murray Council, Murray Bridge Rural City Council, Renmark Paringa Council, Southern Mallee District Council</td>
</tr>
<tr>
<td></td>
<td>Yorke Mid North</td>
<td>Barunga West District Council, Clare and Gilbert Valleys Council, Copper Coast District Council, Goyder Regional Council, Mount Remarkable District Council, Northern Areas Council, Orroroo Carrieton District Council, Peterborough District Council, Port Pirie Regional Council, Wakefield Regional Council, Yorke Peninsula District Council</td>
</tr>
</tbody>
</table>
Appendix 2: Regional project stakeholder map

The following stakeholder map provides an overview of the key partners to be engaged through Regional Level facility planning, development and management.
### Glossary of Terms

<table>
<thead>
<tr>
<th>Reference</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASC</td>
<td>Australian Sports Commission</td>
</tr>
<tr>
<td>Association</td>
<td>Term used to describe an Incorporated Association – in this context it generally refers to Local or Regional Sporting Associations</td>
</tr>
<tr>
<td>Business case</td>
<td>Documented report that clearly identifies the economic viability of developing and operating a Regional Level facility</td>
</tr>
<tr>
<td>Council / Local Council</td>
<td>A local government area used to describe a geographical area (also refer LGA)</td>
</tr>
<tr>
<td>FINA</td>
<td>The international governing body of swimming, diving, water polo, synchronized swimming and open water swimming</td>
</tr>
<tr>
<td>GIS</td>
<td>A geographic information system (GIS) is a computer system for capturing, storing, checking, and displaying data related to positions on a map</td>
</tr>
<tr>
<td>Government region</td>
<td>12 formalised South Australian regional geographic areas identified by the State Government to support networking, planning and service provision (refer Appendix 1 for South Australian Government Regions)</td>
</tr>
<tr>
<td>Local Government Recreation Forum (LGRF)</td>
<td>The Local Government Recreation Forum is for Local Government professionals who are involved in the planning and provision of recreation and sporting opportunities for their community. It provides a mechanism for information exchange and networking</td>
</tr>
<tr>
<td>LGA</td>
<td>Local Government Authority</td>
</tr>
<tr>
<td>LGASA</td>
<td>Local Government Association of South Australia</td>
</tr>
<tr>
<td>NSO</td>
<td>National Sporting Organisation (e.g. Cricket Australia)</td>
</tr>
<tr>
<td>ORS</td>
<td>Office for Recreation and Sport (Department of Planning, Transport and Infrastructure)</td>
</tr>
<tr>
<td>Peak body</td>
<td>The term peak body refers to relevant regional, state and national organisations engaged within the sport and recreation sector for overseeing planning, management, education, training and/or delivery of services to their related industry or sector</td>
</tr>
<tr>
<td>PLA</td>
<td>Parks and Leisure Australia is the peak industry association for professionals working in the Parks and Leisure sector in Australia. Through its services, PLA supports members to provide opportunities that strengthen communities through good use of leisure time for the social, environmental, economic and physical wellbeing of all Australians</td>
</tr>
<tr>
<td>Recreation</td>
<td>For the purpose of these Guidelines the term “Recreation” refers to “Active Recreation” activities. Activities engaged in for the purpose of relaxation, health and wellbeing or enjoyment with the primary activity requiring physical exertion, and the primary focus on human activity.</td>
</tr>
<tr>
<td>Recreation SA</td>
<td>Recreation SA’s vision is to increase the participation and profile of active recreation in South Australia. We support the growth and development of Community Recreation, Outdoor Recreation, Fitness and Health, Aquatic and Trails Industries in South Australia</td>
</tr>
<tr>
<td>RDA</td>
<td>Regional Development Australia</td>
</tr>
<tr>
<td>REFERENCE</td>
<td>DEFINITION</td>
</tr>
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<tr>
<td>Regions SA</td>
<td>Primary Industries and Regions SA (PIRSA) is a key economic development agency in the government of South Australia, with responsibility for the prosperity of the state’s primary industries and regions.</td>
</tr>
<tr>
<td>Regional Level facility</td>
<td>A sport facility (either single purpose or community sporting hub) of Regional Level significance which because of its location and characteristics attracts users from a large council area and/or across multiple council areas and meets the standards as defined by the state sporting organisation required to host major Regional/State level competitions, events and/or training</td>
</tr>
<tr>
<td>Regional networks</td>
<td>Term used to described collective partners and organisations from different sectors within a specific geographic area</td>
</tr>
<tr>
<td>SLSSA</td>
<td>Surf Life Saving South Australia</td>
</tr>
<tr>
<td>SA</td>
<td>South Australia</td>
</tr>
<tr>
<td>Sport</td>
<td>A human activity involving physical exertion and skill as the primary focus of the activity, with elements of competition where rules and patterns of behaviour governing the activity exist formally through organisations and is generally recognised as a sport.</td>
</tr>
<tr>
<td>Sport SA</td>
<td>Sport SA is the leader of sport in SA. The South Australian Sports Federation Incorporated (Sport SA) was established in 1991 as the peak sports industry professional association, providing industry advocacy, training and professional support to over 155 members and affiliated bodies in the industry</td>
</tr>
<tr>
<td>SSO</td>
<td>State Sporting Organisation (e.g. Netball SA)</td>
</tr>
<tr>
<td>Universal design</td>
<td>Universal design (often referred to as inclusive design) refers to broad-spectrum ideas meant to produce buildings, products and environments that are inherently accessible to older people, families, people without disabilities, and people with disabilities. Universal design often includes initiatives and innovations that ‘exceed’ relevant existing design standards</td>
</tr>
</tbody>
</table>